

Compensation Summary : ALG005-EX – Corporate/Company Secretary

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	6	256.4	---	228.2	255.0	279.9	---
Actual Bonus Amount	6	6	85.8	---	54.9	67.9	122.8	---
Actual Bonus as % of Base	6	6	34	---	22	27	48	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	6	342.2	---	285.7	352.6	380.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	342.2	---	285.7	352.6	380.1	---
Actual Total Direct Compensation (Incl LTI)	6	6	627.7	---	498.8	634.1	771.9	---
Total Compensation (Incl Perqs)	6	6	640.8	---	502.3	649.2	789.0	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	84.2	---	---	85.1	---	---
Target Bonus as % of Base	4	4	34	---	---	35	---	---
Target Cash Compensation	4	4	333.6	---	---	341.6	---	---
Target Total Direct Compensation (Incl LTI)	4	4	583.5	---	---	588.5	---	---
Target Total Compensation (Incl Perqs)	4	4	599.4	---	---	600.1	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	6	285.5	---	172.6	308.5	363.3	---
LTI as % of Base	6	6	110	---	71	128	133	---
Total Perquisite Amount	5	5	15.7	---	7.5	14.0	24.7	---
SCOPE VARIABLES								
Corporate Reporting Level	6	6	3	---	3	3	3	---
Employees Supervised Direct/Indirect	4	4	15	---	---	9	---	---
Unit Size (\$ Million)	6	6	20,724.0	---	8,346.2	18,728.6	36,583.5	---
Company Revenue (\$ Million)	6	6	20,724.0	---	8,346.2	18,728.6	36,583.5	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	100% Corporate
100% Yes	100% Yes	0% Sr. Executive	0% Group
		83% Executive	0% Division
		17% 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 : AMJ000–EX – Top Sales and Marketing Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	9	300.8	---	259.5	295.9	335.0	---
Actual Bonus Amount	6	9	146.2	---	118.2	135.7	169.5	---
Actual Bonus as % of Base	6	9	49	---	44	52	54	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	9	447.0	---	392.7	416.5	501.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	9	447.0	---	392.7	416.5	501.7	---
Actual Total Direct Compensation (Incl LTI)	6	9	857.4	---	706.0	756.6	1,026.4	---
Total Compensation (Incl Perqs)	6	9	878.8	---	731.4	773.1	1,068.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	7	108.0	---	90.6	104.7	118.4	---
Target Bonus as % of Base	5	7	37	---	35	35	40	---
Target Cash Compensation	5	7	395.4	---	349.3	403.8	414.3	---
Target Total Direct Compensation (Incl LTI)	5	7	747.6	---	643.9	729.1	965.3	---
Target Total Compensation (Incl Perqs)	5	7	770.1	---	664.7	732.7	1,033.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	9	410.4	---	284.3	348.2	524.6	---
LTI as % of Base	6	9	131	---	95	132	162	---
Total Perquisite Amount	5	6	27.6	---	14.4	23.6	36.7	---
SCOPE VARIABLES								
Corporate Reporting Level	6	9	4	---	4	4	3	---
Employees Supervised Direct/Indirect	4	4	180	---	---	247	---	---
Unit Size (\$ Million)	6	9	3,730.1	---	2,814.0	3,565.0	4,605.1	---
Company Revenue (\$ Million)	6	9	15,019.7	---	7,101.5	10,185.0	21,858.1	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	0% Corporate
100% Yes	100% Yes	0% Sr. Executive	27% Group
		91% Executive	73% Division
		9% Sr. Mgr./Dir.	0% Plant

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Compensation Summary : AMK000–EX – Top Marketing Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	9	289.8	---	264.5	275.5	327.8	---
Actual Bonus Amount	6	9	149.6	---	88.7	150.0	196.6	---
Actual Bonus as % of Base	6	9	50	---	33	54	67	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	9	439.4	---	356.5	430.0	554.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	9	439.4	---	356.5	430.0	554.3	---
Actual Total Direct Compensation (Incl LTI)	6	9	944.4	---	682.3	900.2	1,293.2	---
Total Compensation (Incl Perqs)	6	9	959.7	---	697.0	914.2	1,312.7	---
TARGET COMPENSATION								
Target Bonus Amount	5	6	96.3	---	75.0	104.0	123.0	---
Target Bonus as % of Base	5	6	34	---	30	38	40	---
Target Cash Compensation	5	6	366.2	---	315.0	375.2	430.5	---
Target Total Direct Compensation (Incl LTI)	5	6	761.3	---	495.1	815.6	887.5	---
Target Total Compensation (Incl Perqs)	5	6	779.7	---	515.7	830.8	911.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	7	554.7	---	310.1	477.9	1,027.8	---
LTI as % of Base	5	7	174	---	100	175	236	---
Total Perquisite Amount	6	9	15.4	---	10.5	14.0	20.7	---
SCOPE VARIABLES								
Corporate Reporting Level	6	9	3	---	3	3	3	---
Employees Supervised Direct/Indirect	4	4	49	---	---	34	---	---
Unit Size (\$ Million)	6	9	8,679.5	---	2,683.3	2,830.0	18,863.0	---
Company Revenue (\$ Million)	6	9	13,739.9	---	2,830.0	9,294.8	21,992.5	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		11% No		0% Top Executive		56% Corporate	
100% Yes		89% Yes		22% Sr. Executive		11% Group	
				78% Executive		33% 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
ACTUAL COMPENSATION								
Base Salary	10	21	298.4	226.1	267.5	287.0	329.5	423.9
Actual Bonus Amount	10	21	136.5	79.2	96.2	133.6	168.7	211.3
Actual Bonus as % of Base	10	21	46	21	40	49	51	63
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	21	434.9	264.7	392.9	415.1	475.9	589.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	21	437.8	264.7	392.9	415.1	487.4	589.1
Actual Total Direct Compensation (Incl LTI)	10	21	797.4	395.2	671.2	781.8	927.3	1,109.3
Total Compensation (Incl Perqs)	10	21	821.8	408.6	690.8	808.1	953.0	1,135.3
TARGET COMPENSATION								
Target Bonus Amount	10	21	113.1	71.5	94.5	104.4	125.5	169.3
Target Bonus as % of Base	10	21	38	35	35	35	40	45
Target Cash Compensation	10	21	411.5	297.6	364.5	387.5	444.8	601.5
Target Total Direct Compensation (Incl LTI)	10	21	771.1	424.5	665.7	747.1	893.0	1,058.5
Target Total Compensation (Incl Perqs)	10	21	795.5	439.1	685.4	773.4	919.3	1,082.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	20	377.5	142.0	285.0	365.6	448.9	588.8
LTI as % of Base	9	20	123	61	79	132	154	191
Total Perquisite Amount	10	21	24.4	14.2	17.9	25.0	26.3	28.1
SCOPE VARIABLES								
Corporate Reporting Level	10	21	4	5	4	4	3	3
Employees Supervised Direct/Indirect	6	13	187	19	68	123	265	633
Unit Size (\$ Million)	10	21	6,590.3	1,343.2	2,700.0	3,565.0	6,266.0	17,677.8
Company Revenue (\$ Million)	10	21	17,273.1	3,391.2	8,828.7	10,185.0	25,122.0	40,490.0

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		5% No		0% Top Executive		10% Corporate	
100% Yes		95% Yes		5% Sr. Executive		24% Group	
				86% Executive		67% Division	
				10% 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
ACTUAL COMPENSATION								
Base Salary	8	10	271.0	161.7	256.4	274.2	315.2	323.6
Actual Bonus Amount	8	10	121.6	37.1	95.8	124.0	161.6	182.9
Actual Bonus as % of Base	8	10	43	19	35	48	52	58
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	10	392.6	202.2	374.5	381.4	480.1	498.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	10	396.7	202.2	374.5	390.5	480.1	498.6
Actual Total Direct Compensation (Incl LTI)	8	10	772.5	207.7	599.0	825.3	1,061.2	1,236.7
Total Compensation (Incl Perqs)	8	10	791.5	222.1	622.2	848.3	1,083.0	1,251.6
TARGET COMPENSATION								
Target Bonus Amount	8	10	91.7	27.2	87.1	96.0	111.5	119.3
Target Bonus as % of Base	8	10	33	16	33	35	36	40
Target Cash Compensation	8	10	362.7	194.1	353.7	363.5	430.0	437.4
Target Total Direct Compensation (Incl LTI)	8	10	738.5	201.7	548.7	783.9	1,021.7	1,177.4
Target Total Compensation (Incl Perqs)	8	10	757.5	216.1	571.9	806.9	1,044.9	1,192.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	9	417.5	---	229.0	415.8	606.7	---
LTI as % of Base	7	9	145	---	81	151	187	---
Total Perquisite Amount	7	9	21.1	---	17.0	20.7	24.1	---
SCOPE VARIABLES								
Corporate Reporting Level	8	10	3	4	4	3	3	2
Employees Supervised Direct/Indirect	6	7	317	---	54	110	193	---
Unit Size (\$ Million)	8	10	5,921.6	1,273.7	2,027.7	3,127.3	9,387.8	18,820.5
Company Revenue (\$ Million)	8	10	21,690.8	2,566.0	3,721.0	22,382.0	37,641.0	40,205.1

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	8% No	0% Top Executive	8% Corporate
100% Yes	92% Yes	0% Sr. Executive	50% Group
		75% Executive	42% Division
		25% Sr. Mgr./Dir.	0% Plant

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Compensation Summary : ASC000–EX – Top Supply Chain Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	9	298.8	---	262.6	296.3	325.2	---
Actual Bonus Amount	8	9	140.4	---	93.2	135.1	197.4	---
Actual Bonus as % of Base	8	9	46	---	36	41	58	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	9	439.2	---	352.7	429.6	517.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	9	444.2	---	352.7	429.6	539.5	---
Actual Total Direct Compensation (Incl LTI)	8	9	810.6	---	581.7	828.0	900.7	---
Total Compensation (Incl Perqs)	8	9	825.1	---	587.7	829.4	919.3	---
TARGET COMPENSATION								
Target Bonus Amount	7	8	108.8	---	90.3	105.6	124.9	---
Target Bonus as % of Base	7	8	35	---	31	35	39	---
Target Cash Compensation	7	8	413.1	---	369.9	407.6	447.5	---
Target Total Direct Compensation (Incl LTI)	7	8	777.7	---	542.6	744.3	866.3	---
Target Total Compensation (Incl Perqs)	7	8	793.2	---	551.6	753.8	885.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	9	366.3	---	190.6	363.9	436.1	---
LTI as % of Base	8	9	118	---	63	110	152	---
Total Perquisite Amount	7	7	18.7	---	12.0	19.0	26.0	---
SCOPE VARIABLES								
Corporate Reporting Level	8	9	3	---	4	3	3	---
Employees Supervised Direct/Indirect	6	6	282	---	68	173	444	---
Unit Size (\$ Million)	8	9	15,459.6	---	4,605.1	9,821.0	26,783.9	---
Company Revenue (\$ Million)	8	9	20,175.9	---	13,944.6	18,863.0	26,783.9	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	33% Corporate
100% Yes	100% Yes	0% Sr. Executive	56% Group
		78% Executive	11% Division
		22% Sr. Mgr./Dir.	0% Plant

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Compensation Summary : AZE000-EX – Top Engineering Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	25	289.7	177.9	243.3	282.9	325.4	388.1
Actual Bonus Amount	14	25	135.3	75.2	94.4	127.1	155.3	221.7
Actual Bonus as % of Base	14	25	47	27	33	47	55	81
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	25	425.1	310.7	341.6	415.5	467.1	621.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	25	441.3	311.2	368.9	416.3	478.5	660.3
Actual Total Direct Compensation (Incl LTI)	14	25	845.4	512.3	655.8	757.1	949.2	1,312.1
Total Compensation (Incl Perqs)	14	25	862.4	524.5	679.0	782.0	972.1	1,317.3
TARGET COMPENSATION								
Target Bonus Amount	13	22	106.3	71.8	85.0	103.2	122.7	147.9
Target Bonus as % of Base	13	22	37	32	35	35	39	49
Target Cash Compensation	13	22	396.2	255.0	325.6	394.3	442.2	545.8
Target Total Direct Compensation (Incl LTI)	13	22	770.2	448.2	620.3	731.2	859.7	969.9
Target Total Compensation (Incl Perqs)	13	22	788.8	454.3	647.0	757.5	882.6	990.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	23	439.3	184.6	264.1	360.0	474.6	940.4
LTI as % of Base	12	23	158	60	80	133	178	385
Total Perquisite Amount	12	22	19.2	7.5	14.0	20.6	26.3	27.8
SCOPE VARIABLES								
Corporate Reporting Level	14	25	4	4	4	4	3	3
Employees Supervised Direct/Indirect	9	18	300	10	34	161	399	843
Unit Size (\$ Million)	14	25	4,769.6	2,105.8	2,311.1	3,565.0	6,122.9	9,507.9
Company Revenue (\$ Million)	14	25	15,898.1	2,830.0	4,286.6	10,185.0	22,382.0	38,780.6

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	8% No	0% Top Executive	8% Corporate
100% Yes	92% Yes	8% Sr. Executive	44% Group
		72% Executive	48% Division
		20% 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
ACTUAL COMPENSATION								
Base Salary	5	6	341.5	---	280.0	317.5	398.6	---
Actual Bonus Amount	5	6	201.6	---	98.7	178.6	305.1	---
Actual Bonus as % of Base	5	6	57	---	35	61	76	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	6	543.2	---	402.7	474.6	703.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	6	543.3	---	402.7	474.9	703.8	---
Actual Total Direct Compensation (Incl LTI)	5	6	1,226.9	---	642.8	1,123.0	1,552.9	---
Total Compensation (Incl Perqs)	5	6	1,257.8	---	663.6	1,146.1	1,611.3	---
TARGET COMPENSATION								
Target Bonus Amount	5	6	157.2	---	104.4	118.9	217.7	---
Target Bonus as % of Base	5	6	44	---	35	39	54	---
Target Cash Compensation	5	6	498.8	---	384.4	436.4	616.3	---
Target Total Direct Compensation (Incl LTI)	5	6	1,182.4	---	661.6	1,035.8	1,501.3	---
Target Total Compensation (Incl Perqs)	5	6	1,213.3	---	682.4	1,058.9	1,559.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	6	683.6	---	240.1	565.0	973.7	---
LTI as % of Base	5	6	186	---	84	178	265	---
Total Perquisite Amount	5	6	31.0	---	19.1	25.4	41.1	---
SCOPE VARIABLES								
Corporate Reporting Level	5	6	4	---	4	4	3	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	5	6	7,366.9	---	1,901.0	2,556.2	10,924.2	---
Company Revenue (\$ Million)	5	6	21,199.1	---	2,638.2	25,122.0	33,798.4	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	0% Corporate
100% Yes	100% Yes	0% Sr. Executive	67% Group
		100% Executive	33% 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
ACTUAL COMPENSATION								
Base Salary	8	18	310.1	242.9	262.4	312.9	339.7	397.4
Actual Bonus Amount	8	18	119.1	73.9	82.1	91.7	164.6	199.0
Actual Bonus as % of Base	8	18	38	25	29	33	48	68
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	18	429.2	317.8	353.0	406.9	499.2	554.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	18	447.7	317.8	353.0	406.9	524.8	731.9
Actual Total Direct Compensation (Incl LTI)	8	18	944.0	567.1	619.7	772.1	1,072.2	2,193.5
Total Compensation (Incl Perqs)	8	18	960.0	582.7	640.5	783.5	1,102.7	2,200.8
TARGET COMPENSATION								
Target Bonus Amount	7	9	115.0	---	100.0	115.5	124.0	---
Target Bonus as % of Base	7	9	38	---	35	37	45	---
Target Cash Compensation	7	9	417.3	---	364.5	425.3	453.6	---
Target Total Direct Compensation (Incl LTI)	7	9	861.3	---	619.5	704.7	1,059.7	---
Target Total Compensation (Incl Perqs)	7	9	881.5	---	640.2	724.7	1,091.0	---
LONG-TERM INCENTIVES AND PERQS								
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	8	18	16.0	7.1	7.1	18.5	20.8	26.5
SCOPE VARIABLES								
Corporate Reporting Level	8	18	4	5	4	4	3	2
Employees Supervised Direct/Indirect	5	6	174	---	28	93	482	---
Unit Size (\$ Million)	8	18	4,227.2	1,027.4	1,294.5	3,143.8	6,284.3	7,981.3
Company Revenue (\$ Million)	8	18	17,216.5	2,800.6	8,839.2	18,863.0	25,122.0	25,122.0

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		4% No		0% Top Executive		4% Corporate	
100% Yes		96% Yes		23% Sr. Executive		31% Group	
				77% Executive		65% 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 : EOR000–EX – Top Refinery Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
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	---	---
TARGET COMPENSATION								
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	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
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	

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Compensation Summary : EOW010-EX – Top Drilling Operations Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
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	---
TARGET COMPENSATION								
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	---	---
LONG-TERM INCENTIVES AND PERQS								
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	---
SCOPE VARIABLES								
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 : AAA000-EX – Chief Executive Officer

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	497.5	---	---	500.0	---	---
Actual Bonus Amount	4	4	159.0	---	---	94.5	---	---
Actual Bonus as % of Base	4	4	32	---	---	18	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	656.5	---	---	607.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	656.5	---	---	607.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	843.6	---	---	824.0	---	---
Total Compensation (Incl Perqs)	4	4	861.1	---	---	844.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	267.5	---	---	250.0	---	---
Target Bonus as % of Base	4	4	55	---	---	50	---	---
Target Cash Compensation	4	4	765.0	---	---	750.0	---	---
Target Total Direct Compensation (Incl LTI)	4	4	952.0	---	---	997.0	---	---
Target Total Compensation (Incl Perqs)	4	4	969.6	---	---	1,012.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	1	---	---	1	---	---
Employees Supervised Direct/Indirect	4	4	537	---	---	412	---	---
Unit Size (\$ Million)	4	4	389.6	---	---	384.0	---	---
Company Revenue (\$ Million)	4	4	389.6	---	---	384.0	---	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		25% No		100% Top Executive		50% Corporate	
100% Yes		75% Yes		0% Sr. Executive		50% Group	
				0% Executive		0% Division	
				0% 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
ACTUAL COMPENSATION								
Base Salary	4	4	272.6	---	---	277.3	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	335.6	---	---	317.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	335.6	---	---	317.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	402.9	---	---	397.8	---	---
Total Compensation (Incl Perqs)	4	4	409.8	---	---	397.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	4	425.5	---	---	466.9	---	---
Target Total Direct Compensation (Incl LTI)	4	4	492.8	---	---	564.5	---	---
Target Total Compensation (Incl Perqs)	4	4	499.7	---	---	573.8	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	403.6	---	---	384.0	---	---
Company Revenue (\$ Million)	4	4	403.6	---	---	384.0	---	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
25% No	25% No	0% Top Executive	25% Corporate
75% Yes	75% Yes	0% Sr. Executive	75% Group
		100% Executive	0% Division
		0% 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
ACTUAL COMPENSATION								
Base Salary	4	4	332.0	---	---	335.5	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	447.7	---	---	491.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	447.7	---	---	491.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	597.8	---	---	701.2	---	---
Total Compensation (Incl Perqs)	4	4	616.5	---	---	724.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	4	454.8	---	---	476.0	---	---
Target Total Direct Compensation (Incl LTI)	4	4	604.9	---	---	675.7	---	---
Target Total Compensation (Incl Perqs)	4	4	623.6	---	---	695.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	18.7	---	---	19.3	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	659.7	---	---	525.4	---	---
Company Revenue (\$ Million)	4	4	659.7	---	---	525.4	---	---

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

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Compensation Summary : AZE000-EX – Top Engineering Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	283.6	---	---	299.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	363.0	---	---	343.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	363.0	---	---	343.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	480.9	---	---	500.1	---	---
Total Compensation (Incl Perqs)	4	4	488.2	---	---	500.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	4	456.1	---	---	502.9	---	---
Target Total Direct Compensation (Incl LTI)	4	4	574.0	---	---	659.2	---	---
Target Total Compensation (Incl Perqs)	4	4	581.2	---	---	659.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	608.6	---	---	457.5	---	---
Company Revenue (\$ Million)	4	4	608.6	---	---	457.5	---	---

Bonus Eligibility

20% No
80% Yes

LTI Eligibility

20% No
80% Yes

Management Level

0% Top Executive
0% Sr. Executive
100% Executive
0% Sr. Mgr./Dir.

Organization Unit

20% Corporate
80% Group
0% Division
0% Plant

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Compensation Summary : AAA000-EX – Chief Executive Officer

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	17	618.0	328.1	435.0	530.0	762.5	1,037.5
Actual Bonus Amount	15	15	535.3	35.5	154.8	455.2	979.6	1,194.4
Actual Bonus as % of Base	15	15	76	11	30	82	112	136
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	17	17	1,090.3	336.0	601.4	971.8	1,577.2	2,147.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	17	1,090.8	342.8	601.4	971.8	1,577.2	2,147.2
Actual Total Direct Compensation (Incl LTI)	16	16	1,795.6	341.8	598.4	1,192.2	2,542.1	4,703.8
Total Compensation (Incl Perqs)	16	16	1,826.7	372.4	669.1	1,233.7	2,589.0	4,759.4
TARGET COMPENSATION								
Target Bonus Amount	16	16	402.8	42.6	104.0	343.3	539.1	954.7
Target Bonus as % of Base	16	16	58	14	21	68	83	100
Target Cash Compensation	16	16	997.0	380.6	588.7	851.0	1,257.8	1,975.9
Target Total Direct Compensation (Incl LTI)	15	15	1,594.6	375.8	574.3	938.5	1,945.1	4,683.6
Target Total Compensation (Incl Perqs)	15	15	1,627.5	378.5	656.8	999.8	1,979.0	4,733.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	8	1,403.5	---	529.0	992.0	2,160.4	---
LTI as % of Base	8	8	160	---	92	140	220	---
Total Perquisite Amount	14	14	35.5	4.2	13.1	31.3	55.8	77.1
SCOPE VARIABLES								
Corporate Reporting Level	17	17	1	2	1	1	1	1
Employees Supervised Direct/Indirect	17	17	3,892	366	997	1,900	4,878	11,661
Unit Size (\$ Million)	17	17	3,003.6	434.9	869.8	2,043.0	3,951.2	7,041.2
Company Revenue (\$ Million)	17	17	3,003.6	434.9	869.8	2,043.0	3,951.2	7,041.2

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	47% No	100% Top Executive	24% Corporate
100% Yes	53% Yes	0% Sr. Executive	76% Group
		0% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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Compensation Summary : AAA020–EX – Chief Operating Officer

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	434.5	---	---	344.0	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	493.0	---	---	431.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	586.7	---	---	493.5	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	2	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	2	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	2	---	---	2	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	1,673.8	---	---	836.0	---	---
Company Revenue (\$ Million)	4	4	1,673.8	---	---	836.0	---	---

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

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	6	310.9	---	256.3	275.4	371.3	---
Actual Bonus Amount	4	4	182.0	---	---	156.3	---	---
Actual Bonus as % of Base	4	4	49	---	---	50	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	6	448.8	---	309.4	364.0	618.0	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	6	465.5	---	309.4	414.0	618.0	---
Actual Total Direct Compensation (Incl LTI)	4	4	479.5	---	---	384.1	---	---
Total Compensation (Incl Perqs)	4	4	501.1	---	---	392.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	5	6	124.9	---	52.7	79.4	215.8	---
Target Bonus as % of Base	5	6	36	---	20	30	58	---
Target Cash Compensation	5	6	435.8	---	321.7	344.4	587.1	---
Target Total Direct Compensation (Incl LTI)	4	4	469.4	---	---	328.5	---	---
Target Total Compensation (Incl Perqs)	4	4	491.0	---	---	349.4	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	21.6	---	---	20.5	---	---
SCOPE VARIABLES								
Corporate Reporting Level	5	6	2	---	2	2	2	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	5	6	1,461.8	---	906.7	1,554.0	1,920.7	---
Company Revenue (\$ Million)	5	6	1,461.8	---	906.7	1,554.0	1,920.7	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	67% No	0% Top Executive	33% Corporate
100% Yes	33% Yes	33% Sr. Executive	67% Group
		67% Executive	0% 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
ACTUAL COMPENSATION								
Base Salary	8	16	224.4	170.7	188.6	230.0	248.8	280.9
Actual Bonus Amount	7	11	88.2	13.1	39.4	75.1	109.4	218.3
Actual Bonus as % of Base	7	11	36	8	18	32	48	77
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	16	285.0	183.9	222.8	247.5	335.0	496.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	16	287.6	191.6	222.8	250.3	335.0	496.5
Actual Total Direct Compensation (Incl LTI)	8	16	343.0	191.6	232.0	308.8	421.7	637.0
Total Compensation (Incl Perqs)	8	16	357.6	191.6	232.0	313.6	441.7	682.5
TARGET COMPENSATION								
Target Bonus Amount	7	11	66.0	16.9	43.3	75.4	92.0	116.8
Target Bonus as % of Base	7	11	28	10	20	30	40	40
Target Cash Compensation	7	11	287.5	186.3	226.9	310.5	326.6	408.8
Target Total Direct Compensation (Incl LTI)	7	11	340.6	186.3	226.9	326.6	437.0	554.8
Target Total Compensation (Incl Perqs)	7	11	359.5	186.3	226.9	334.5	478.9	600.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	6	108.8	---	69.5	122.0	137.0	---
LTI as % of Base	4	6	45	---	29	50	52	---
Total Perquisite Amount	6	10	22.3	0.7	4.8	8.9	45.5	56.6
SCOPE VARIABLES								
Corporate Reporting Level	8	16	3	4	4	3	2	2
Employees Supervised Direct/Indirect	4	4	375	---	---	340	---	---
Unit Size (\$ Million)	8	16	1,023.2	85.9	300.3	687.0	1,792.7	2,481.5
Company Revenue (\$ Million)	8	16	2,615.9	85.9	587.6	1,904.0	4,554.0	4,963.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	38% No	0% Top Executive	0% Corporate
100% Yes	63% Yes	6% Sr. Executive	44% Group
		88% Executive	56% Division
		6% 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
ACTUAL COMPENSATION								
Base Salary	5	6	202.7	---	173.7	196.5	233.8	---
Actual Bonus Amount	4	4	67.1	---	---	57.2	---	---
Actual Bonus as % of Base	4	4	33	---	---	28	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	6	247.4	---	189.2	236.9	311.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	6	247.4	---	189.2	236.9	311.5	---
Actual Total Direct Compensation (Incl LTI)	5	6	303.4	---	189.2	288.5	422.5	---
Total Compensation (Incl Perqs)	5	6	310.9	---	190.5	290.9	438.8	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	62.6	---	---	59.4	---	---
Target Bonus as % of Base	4	4	31	---	---	30	---	---
Target Cash Compensation	4	4	256.6	---	---	258.8	---	---
Target Total Direct Compensation (Incl LTI)	4	4	314.7	---	---	298.8	---	---
Target Total Compensation (Incl Perqs)	4	4	323.6	---	---	306.4	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	10.1	---	---	10.1	---	---
SCOPE VARIABLES								
Corporate Reporting Level	5	6	3	---	4	3	2	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	5	6	2,790.0	---	710.9	2,985.7	4,656.3	---
Company Revenue (\$ Million)	5	6	3,473.1	---	2,166.3	3,951.2	4,656.3	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	33% No	0% Top Executive	33% Corporate
100% Yes	67% Yes	17% Sr. Executive	50% Group
		83% Executive	17% 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
ACTUAL COMPENSATION								
Base Salary	7	12	237.3	197.5	221.3	225.0	254.2	308.1
Actual Bonus Amount	6	7	91.9	---	66.9	87.6	121.0	---
Actual Bonus as % of Base	6	7	36	---	29	37	46	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	12	299.2	197.5	226.3	296.9	345.3	461.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	12	300.3	197.5	226.3	296.9	345.3	462.2
Actual Total Direct Compensation (Incl LTI)	7	12	340.6	200.5	245.8	308.8	451.3	516.9
Total Compensation (Incl Perqs)	7	12	348.1	204.7	250.1	317.7	465.6	527.9
TARGET COMPENSATION								
Target Bonus Amount	6	7	81.2	---	57.5	74.6	118.1	---
Target Bonus as % of Base	6	7	32	---	25	30	45	---
Target Cash Compensation	6	7	328.0	---	285.0	300.4	388.5	---
Target Total Direct Compensation (Incl LTI)	6	7	383.8	---	289.9	361.3	466.9	---
Target Total Compensation (Incl Perqs)	6	7	393.8	---	298.8	370.9	481.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	5	96.7	---	56.5	92.8	139.0	---
LTI as % of Base	5	5	41	---	25	43	57	---
Total Perquisite Amount	7	10	8.5	4.0	4.1	6.6	12.3	19.5
SCOPE VARIABLES								
Corporate Reporting Level	7	12	3	5	4	3	2	2
Employees Supervised Direct/Indirect	4	4	20	---	---	20	---	---
Unit Size (\$ Million)	7	12	3,263.9	783.1	2,065.8	3,216.2	4,554.0	4,963.0
Company Revenue (\$ Million)	7	12	3,730.7	1,073.9	2,738.3	4,554.0	4,860.8	4,963.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	33% No	0% Top Executive	33% Corporate
100% Yes	67% Yes	8% Sr. Executive	58% Group
		92% Executive	8% Division
		0% 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
ACTUAL COMPENSATION								
Base Salary	6	7	264.0	---	213.1	234.8	330.0	---
Actual Bonus Amount	5	6	75.6	---	40.4	60.3	103.6	---
Actual Bonus as % of Base	5	6	29	---	18	26	40	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	7	328.7	---	279.8	284.8	460.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	7	329.8	---	279.8	284.8	460.0	---
Actual Total Direct Compensation (Incl LTI)	5	6	398.7	---	255.8	292.8	568.2	---
Total Compensation (Incl Perqs)	5	6	405.7	---	255.8	294.9	579.8	---
TARGET COMPENSATION								
Target Bonus Amount	5	6	70.5	---	39.0	56.0	96.0	---
Target Bonus as % of Base	5	6	28	---	18	25	36	---
Target Cash Compensation	5	6	301.8	---	240.9	287.2	348.2	---
Target Total Direct Compensation (Incl LTI)	4	4	400.3	---	---	281.8	---	---
Target Total Compensation (Incl Perqs)	4	4	409.1	---	---	282.1	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	10.4	---	---	4.2	---	---
SCOPE VARIABLES								
Corporate Reporting Level	6	7	2	---	2	2	2	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	6	7	2,507.1	---	796.1	1,228.0	4,963.0	---
Company Revenue (\$ Million)	6	7	2,507.1	---	796.1	1,228.0	4,963.0	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		57% No		0% Top Executive		43% Corporate	
100% Yes		43% Yes		14% Sr. Executive		57% Group	
				86% 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
ACTUAL COMPENSATION								
Base Salary	8	13	236.8	165.4	215.0	245.0	260.0	292.0
Actual Bonus Amount	6	8	83.0	---	50.5	98.4	110.2	---
Actual Bonus as % of Base	6	8	34	---	26	39	40	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	13	287.9	203.9	215.0	279.7	359.6	381.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	13	290.8	203.9	215.0	307.6	360.1	381.0
Actual Total Direct Compensation (Incl LTI)	8	13	376.0	203.9	251.8	372.6	479.1	571.4
Total Compensation (Incl Perqs)	8	13	386.5	203.9	296.3	429.0	479.1	591.6
TARGET COMPENSATION								
Target Bonus Amount	7	9	72.5	---	45.3	73.5	94.5	---
Target Bonus as % of Base	7	9	30	---	25	30	35	---
Target Cash Compensation	7	9	308.4	---	261.8	318.5	355.9	---
Target Total Direct Compensation (Incl LTI)	7	9	380.9	---	261.8	392.0	499.9	---
Target Total Compensation (Incl Perqs)	7	9	394.5	---	268.0	407.3	516.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	7	130.4	---	88.2	104.5	191.4	---
LTI as % of Base	5	7	52	---	34	44	70	---
Total Perquisite Amount	6	9	15.2	---	4.8	12.0	20.2	---
SCOPE VARIABLES								
Corporate Reporting Level	8	13	3	4	4	3	3	2
Employees Supervised Direct/Indirect	5	6	18	---	9	11	27	---
Unit Size (\$ Million)	8	13	2,204.5	431.5	834.9	2,043.0	2,888.2	4,963.0
Company Revenue (\$ Million)	8	13	3,294.2	431.5	2,333.0	3,348.3	4,554.0	4,963.0

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		24% No		0% Top Executive		12% Corporate	
100% Yes		76% Yes		6% Sr. Executive		35% Group	
				82% Executive		53% Division	
				12% 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
ACTUAL COMPENSATION								
Base Salary	17	17	336.3	198.3	262.9	292.5	406.8	485.0
Actual Bonus Amount	15	15	155.2	32.1	53.2	160.5	232.9	308.8
Actual Bonus as % of Base	15	15	45	13	25	45	60	78
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	17	17	473.3	219.4	323.7	454.2	636.6	711.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	4	108.4	---	---	66.4	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	17	498.8	225.6	323.7	484.4	658.9	793.4
Actual Total Direct Compensation (Incl LTI)	16	16	700.2	224.4	319.4	521.2	1,100.2	1,449.0
Total Compensation (Incl Perqs)	16	16	717.2	224.4	333.1	549.3	1,128.7	1,469.7
TARGET COMPENSATION								
Target Bonus Amount	16	16	130.8	25.0	52.6	111.0	205.1	272.3
Target Bonus as % of Base	16	16	37	10	21	40	50	61
Target Cash Compensation	16	16	449.1	222.3	333.3	388.5	587.1	719.2
Target Total Direct Compensation (Incl LTI)	15	15	590.3	221.4	335.0	409.6	987.9	1,195.5
Target Total Compensation (Incl Perqs)	15	15	608.2	221.4	335.2	424.9	1,002.9	1,213.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	8	406.7	---	137.0	363.8	547.0	---
LTI as % of Base	8	8	91	---	46	84	129	---
Total Perquisite Amount	13	13	21.0	1.8	5.9	15.0	39.2	50.6
SCOPE VARIABLES								
Corporate Reporting Level	17	17	2	3	2	2	2	2
Employees Supervised Direct/Indirect	12	12	110	17	34	85	114	401
Unit Size (\$ Million)	17	17	2,215.1	207.3	762.3	1,904.0	3,332.3	5,048.8
Company Revenue (\$ Million)	17	17	2,215.1	207.3	762.3	1,904.0	3,332.3	5,048.8

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	47% No	0% Top Executive	24% Corporate
100% Yes	53% Yes	94% Sr. Executive	76% Group
		6% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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Compensation Summary : AFB000-EX – Financial Controller

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	262.8	---	---	251.7	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	317.8	---	---	340.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	327.3	---	---	340.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	424.4	---	---	424.5	---	---
Total Compensation (Incl Perqs)	4	4	437.2	---	---	428.9	---	---
TARGET COMPENSATION								
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	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	13.0	---	---	13.7	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	4,652.2	---	---	2,254.7	---	---
Company Revenue (\$ Million)	4	4	5,385.9	---	---	3,588.5	---	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	11% No	0% Top Executive	22% Corporate
100% Yes	89% Yes	11% Sr. Executive	22% Group
		89% Executive	56% 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 : AFT030–EX – Treasurer

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	6	230.7	---	184.3	225.0	269.8	---
Actual Bonus Amount	5	5	68.8	---	46.6	65.8	92.5	---
Actual Bonus as % of Base	5	5	30	---	20	34	39	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	6	288.0	---	223.4	269.6	361.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	288.8	---	223.4	272.1	361.3	---
Actual Total Direct Compensation (Incl LTI)	6	6	361.9	---	252.0	384.8	427.4	---
Total Compensation (Incl Perqs)	6	6	372.2	---	262.0	392.0	443.1	---
TARGET COMPENSATION								
Target Bonus Amount	5	5	58.1	---	34.8	65.8	77.5	---
Target Bonus as % of Base	5	5	25	---	18	25	33	---
Target Cash Compensation	5	5	289.9	---	212.2	292.5	366.2	---
Target Total Direct Compensation (Incl LTI)	5	5	346.6	---	226.6	372.5	453.7	---
Target Total Compensation (Incl Perqs)	5	5	358.1	---	233.2	382.5	470.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	109.6	---	---	117.3	---	---
LTI as % of Base	4	4	47	---	---	52	---	---
Total Perquisite Amount	5	5	12.4	---	7.2	13.3	17.2	---
SCOPE VARIABLES								
Corporate Reporting Level	6	6	3	---	4	3	3	---
Employees Supervised Direct/Indirect	4	4	40	---	---	13	---	---
Unit Size (\$ Million)	6	6	4,975.8	---	2,149.4	3,951.2	7,131.8	---
Company Revenue (\$ Million)	6	6	4,975.8	---	2,149.4	3,951.2	7,131.8	---

Bonus Eligibility

0% No
100% Yes

LTI Eligibility

33% No
67% Yes

Management Level

0% Top Executive
17% Sr. Executive
83% Executive
0% Sr. Mgr./Dir.

Organization Unit

33% Corporate
67% Group
0% Division
0% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

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Compensation Summary : AGA040-EX – Top Shared Services Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	7	249.8	---	225.0	245.0	290.0	---
Actual Bonus Amount	4	4	162.0	---	---	166.8	---	---
Actual Bonus as % of Base	4	4	60	---	---	61	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	7	361.1	---	225.0	381.4	455.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	7	364.7	---	230.0	381.4	455.7	---
Actual Total Direct Compensation (Incl LTI)	5	7	496.4	---	317.8	381.4	651.9	---
Total Compensation (Incl Perqs)	5	7	514.9	---	321.9	388.9	684.9	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	126.7	---	---	123.5	---	---
Target Bonus as % of Base	4	4	46	---	---	45	---	---
Target Cash Compensation	4	4	397.1	---	---	395.9	---	---
Target Total Direct Compensation (Incl LTI)	4	4	583.5	---	---	581.1	---	---
Target Total Compensation (Incl Perqs)	4	4	611.9	---	---	620.4	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	208.4	---	---	185.3	---	---
LTI as % of Base	4	4	75	---	---	67	---	---
Total Perquisite Amount	5	7	18.5	---	4.1	7.4	33.0	---
SCOPE VARIABLES								
Corporate Reporting Level	5	7	3	---	4	2	2	---
Employees Supervised Direct/Indirect	4	4	461	---	---	204	---	---
Unit Size (\$ Million)	5	7	2,029.9	---	910.8	1,904.0	3,316.2	---
Company Revenue (\$ Million)	5	7	3,070.8	---	1,904.0	3,316.2	4,554.0	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		29% No		0% Top Executive		29% Corporate	
100% Yes		71% Yes		14% Sr. Executive		43% Group	
				86% Executive		29% 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 : AHR000-EX – Top Human Resources Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	12	267.5	177.1	247.4	272.7	291.0	354.3
Actual Bonus Amount	10	10	116.2	15.5	45.1	122.9	155.6	269.6
Actual Bonus as % of Base	10	10	41	9	19	46	59	73
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	12	364.3	198.6	271.4	354.4	422.4	606.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	4	39.7	---	---	28.9	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	12	377.6	204.0	286.6	369.3	450.1	607.0
Actual Total Direct Compensation (Incl LTI)	12	12	484.3	204.0	286.9	441.5	598.2	952.6
Total Compensation (Incl Perqs)	12	12	500.6	204.1	321.7	471.4	610.8	969.3
TARGET COMPENSATION								
Target Bonus Amount	11	11	95.4	18.4	42.7	75.9	128.3	259.5
Target Bonus as % of Base	11	11	33	10	18	30	45	71
Target Cash Compensation	11	11	362.7	193.3	303.1	331.4	413.3	621.5
Target Total Direct Compensation (Incl LTI)	11	11	455.7	193.3	303.1	398.6	476.9	962.9
Target Total Compensation (Incl Perqs)	11	11	473.1	193.4	303.1	417.3	492.1	978.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	6	213.4	---	91.8	202.6	343.5	---
LTI as % of Base	6	6	72	---	36	73	103	---
Total Perquisite Amount	10	10	19.6	0.6	4.3	14.6	32.6	54.9
SCOPE VARIABLES								
Corporate Reporting Level	12	12	2	3	3	2	2	2
Employees Supervised Direct/Indirect	12	12	4,964	382	1,241	2,942	8,297	16,563
Unit Size (\$ Million)	12	12	3,482.5	227.0	745.3	2,853.5	4,860.8	11,164.2
Company Revenue (\$ Million)	12	12	3,482.5	227.0	745.3	2,853.5	4,860.8	11,164.2

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		50% No		0% Top Executive		17% Corporate	
100% Yes		50% Yes		58% Sr. Executive		83% Group	
				42% Executive		0% Division	
				0% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar

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Compensation Summary : AIC000–EX – Chief Information Officer

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	7	236.0	---	201.6	250.2	261.5	---
Actual Bonus Amount	5	5	68.7	---	31.0	56.4	112.5	---
Actual Bonus as % of Base	5	5	29	---	14	28	44	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	7	285.1	---	258.0	286.4	346.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	7	288.4	---	258.0	286.4	346.8	---
Actual Total Direct Compensation (Incl LTI)	7	7	339.5	---	258.0	340.2	466.0	---
Total Compensation (Incl Perqs)	7	7	352.3	---	262.0	353.5	470.4	---
TARGET COMPENSATION								
Target Bonus Amount	6	6	59.8	---	30.8	51.0	89.0	---
Target Bonus as % of Base	6	6	25	---	14	22	35	---
Target Cash Compensation	6	6	291.9	---	231.0	300.7	351.6	---
Target Total Direct Compensation (Incl LTI)	6	6	317.1	---	231.0	318.7	380.4	---
Target Total Compensation (Incl Perqs)	6	6	331.4	---	234.0	329.3	419.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	6	6	15.0	---	4.3	10.0	22.1	---
SCOPE VARIABLES								
Corporate Reporting Level	7	7	3	---	3	3	2	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	7	7	2,479.2	---	728.4	2,043.0	4,554.0	---
Company Revenue (\$ Million)	7	7	2,479.2	---	728.4	2,043.0	4,554.0	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	57% No	0% Top Executive	14% Corporate
100% Yes	43% Yes	0% Sr. Executive	86% Group
		100% Executive	0% 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 : AIC002-EX – Top Information Technology Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	5	224.7	---	207.5	230.0	239.1	---
Actual Bonus Amount	4	4	73.8	---	---	73.9	---	---
Actual Bonus as % of Base	4	4	33	---	---	36	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	5	283.7	---	253.6	278.8	316.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	5	293.7	---	278.0	280.0	316.2	---
Actual Total Direct Compensation (Incl LTI)	5	5	354.6	---	279.4	333.5	440.2	---
Total Compensation (Incl Perqs)	5	5	375.9	---	288.5	375.8	463.2	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	64.8	---	---	67.4	---	---
Target Bonus as % of Base	4	4	29	---	---	33	---	---
Target Cash Compensation	4	4	288.2	---	---	278.5	---	---
Target Total Direct Compensation (Incl LTI)	4	4	364.3	---	---	343.1	---	---
Target Total Compensation (Incl Perqs)	4	4	389.9	---	---	377.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	5	21.3	---	7.1	14.1	39.2	---
SCOPE VARIABLES								
Corporate Reporting Level	5	5	3	---	4	3	3	---
Employees Supervised Direct/Indirect	4	4	836	---	---	103	---	---
Unit Size (\$ Million)	5	5	4,076.4	---	714.4	2,623.0	8,165.2	---
Company Revenue (\$ Million)	5	5	4,936.3	---	1,570.5	3,348.3	9,096.0	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		20% No		0% Top Executive		20% Corporate	
100% Yes		80% Yes		0% Sr. Executive		40% Group	
				100% Executive		40% 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
ACTUAL COMPENSATION								
Base Salary	15	15	291.0	218.5	233.0	267.1	350.0	419.3
Actual Bonus Amount	13	13	135.8	46.3	63.7	129.4	188.2	269.6
Actual Bonus as % of Base	13	13	44	17	25	50	58	63
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	15	408.7	252.7	277.1	365.9	520.0	672.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	15	428.8	257.2	308.7	365.9	526.4	701.7
Actual Total Direct Compensation (Incl LTI)	14	14	565.8	254.6	300.8	479.0	810.0	1,149.3
Total Compensation (Incl Perqs)	14	14	585.6	276.3	302.8	506.9	833.5	1,170.7
TARGET COMPENSATION								
Target Bonus Amount	14	14	106.5	35.1	50.7	83.1	161.3	216.6
Target Bonus as % of Base	14	14	35	14	20	33	46	58
Target Cash Compensation	14	14	399.7	265.8	291.6	354.3	486.9	645.2
Target Total Direct Compensation (Incl LTI)	13	13	527.0	265.3	289.5	422.4	684.0	1,149.6
Target Total Compensation (Incl Perqs)	13	13	548.0	268.5	311.2	477.3	706.5	1,172.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	7	264.9	---	159.9	257.4	325.0	---
LTI as % of Base	7	7	78	---	58	85	99	---
Total Perquisite Amount	12	12	23.1	4.1	7.6	15.2	40.9	54.0
SCOPE VARIABLES								
Corporate Reporting Level	15	15	2	3	3	2	2	2
Employees Supervised Direct/Indirect	12	12	100	2	14	43	120	490
Unit Size (\$ Million)	15	15	3,232.9	404.2	943.6	2,623.0	4,554.0	8,690.4
Company Revenue (\$ Million)	15	15	3,232.9	404.2	943.6	2,623.0	4,554.0	8,690.4

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	47% No	0% Top Executive	27% Corporate
100% Yes	53% Yes	47% Sr. Executive	73% Group
		53% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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Compensation Summary : ALG005-EX – Corporate/Company Secretary

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	216.1	---	---	212.3	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	259.3	---	---	244.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	261.1	---	---	248.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	330.7	---	---	295.3	---	---
Total Compensation (Incl Perqs)	4	4	337.4	---	---	297.5	---	---
TARGET COMPENSATION								
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	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	3	---	---	4	---	---
Employees Supervised Direct/Indirect	1	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	3,217.1	---	---	3,588.5	---	---
Company Revenue (\$ Million)	4	4	3,217.1	---	---	3,588.5	---	---

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

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	257.1	---	---	256.4	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	407.3	---	---	368.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	407.5	---	---	368.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	500.3	---	---	461.4	---	---
Total Compensation (Incl Perqs)	4	4	508.4	---	---	468.9	---	---
TARGET COMPENSATION								
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	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	1	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	2,962.7	---	---	3,216.2	---	---
Company Revenue (\$ Million)	4	4	3,987.3	---	---	3,951.2	---	---

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

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	211.9	---	---	221.1	---	---
Actual Bonus Amount	4	4	82.7	---	---	88.6	---	---
Actual Bonus as % of Base	4	4	37	---	---	40	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	294.6	---	---	311.1	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	299.2	---	---	320.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	334.3	---	---	356.9	---	---
Total Compensation (Incl Perqs)	4	4	346.1	---	---	365.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	63.8	---	---	66.7	---	---
Target Bonus as % of Base	4	4	29	---	---	30	---	---
Target Cash Compensation	4	4	275.8	---	---	289.3	---	---
Target Total Direct Compensation (Incl LTI)	4	4	310.9	---	---	334.0	---	---
Target Total Compensation (Incl Perqs)	4	4	322.6	---	---	342.8	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	11.7	---	---	12.1	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	4	4	460	---	---	216	---	---
Unit Size (\$ Million)	4	4	5,257.7	---	---	3,332.3	---	---
Company Revenue (\$ Million)	4	4	5,257.7	---	---	3,332.3	---	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	50% No	0% Top Executive	0% Corporate
100% Yes	50% Yes	25% Sr. Executive	100% Group
		75% Executive	0% 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
ACTUAL COMPENSATION								
Base Salary	5	7	265.7	---	221.7	280.5	312.0	---
Actual Bonus Amount	4	6	104.3	---	74.0	104.1	136.8	---
Actual Bonus as % of Base	4	6	39	---	29	39	48	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	7	355.1	---	283.7	364.6	441.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	7	370.3	---	283.7	364.6	479.4	---
Actual Total Direct Compensation (Incl LTI)	5	7	434.4	---	283.7	444.6	496.1	---
Total Compensation (Incl Perqs)	5	7	448.0	---	331.7	454.6	508.1	---
TARGET COMPENSATION								
Target Bonus Amount	5	7	78.7	---	51.1	80.5	93.6	---
Target Bonus as % of Base	5	7	30	---	25	30	30	---
Target Cash Compensation	5	7	344.4	---	288.2	364.6	402.5	---
Target Total Direct Compensation (Incl LTI)	5	7	408.5	---	334.7	402.5	501.2	---
Target Total Compensation (Incl Perqs)	5	7	422.1	---	373.2	402.5	513.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	21.3	---	---	13.7	---	---
SCOPE VARIABLES								
Corporate Reporting Level	5	7	3	---	3	3	2	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	5	7	1,584.7	---	728.4	897.4	2,481.5	---
Company Revenue (\$ Million)	5	7	3,211.1	---	2,043.0	3,348.3	4,963.0	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
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

All values in Canadian Dollar

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Compensation Summary : ASC000-EX – Top Supply Chain Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	6	232.5	----	205.4	230.8	262.4	----
Actual Bonus Amount	4	4	76.7	----	----	82.3	----	----
Actual Bonus as % of Base	4	4	34	----	----	36	----	----
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	6	295.5	----	256.8	295.0	346.3	----
Actual Retention Bonus	0	----	----	----	----	----	----	----
Total Variable Payments – Excl Actual Bonus	2	----	----	----	----	----	----	----
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	6	301.2	----	256.8	307.4	349.3	----
Actual Total Direct Compensation (Incl LTI)	5	6	334.3	----	256.8	345.6	421.4	----
Total Compensation (Incl Perqs)	5	6	340.7	----	256.8	346.6	431.9	----
TARGET COMPENSATION								
Target Bonus Amount	4	4	69.6	----	----	66.4	----	----
Target Bonus as % of Base	4	4	31	----	----	28	----	----
Target Cash Compensation	4	4	294.4	----	----	293.5	----	----
Target Total Direct Compensation (Incl LTI)	4	4	344.0	----	----	372.1	----	----
Target Total Compensation (Incl Perqs)	4	4	353.4	----	----	379.1	----	----
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	----	----	----	----	----	----	----
LTI as % of Base	2	----	----	----	----	----	----	----
Total Perquisite Amount	4	4	10.0	----	----	11.0	----	----
SCOPE VARIABLES								
Corporate Reporting Level	5	6	3	----	3	3	3	----
Employees Supervised Direct/Indirect	2	----	----	----	----	----	----	----
Unit Size (\$ Million)	5	6	4,925.5	----	2,398.8	3,070.8	7,131.8	----
Company Revenue (\$ Million)	5	6	5,758.4	----	3,282.2	4,758.5	7,131.8	----

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		57% No		0% Top Executive		0% Corporate	
100% Yes		43% Yes		0% Sr. Executive		71% Group	
				86% Executive		29% Division	
				14% Sr. Mgr./Dir.		0% Plant	

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Compensation Summary : AZE000-EX – Top Engineering Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	9	210.6	---	197.1	211.5	220.0	---
Actual Bonus Amount	5	6	48.7	---	21.4	58.2	68.2	---
Actual Bonus as % of Base	5	6	24	---	10	28	34	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	9	243.1	---	217.0	239.8	273.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	9	250.2	---	220.0	253.7	274.1	---
Actual Total Direct Compensation (Incl LTI)	6	9	286.8	---	249.1	271.2	335.2	---
Total Compensation (Incl Perqs)	6	9	294.0	---	249.1	273.4	365.0	---
TARGET COMPENSATION								
Target Bonus Amount	5	6	43.2	---	20.9	47.9	55.9	---
Target Bonus as % of Base	5	6	21	---	10	23	28	---
Target Cash Compensation	5	6	250.7	---	230.4	246.4	281.6	---
Target Total Direct Compensation (Incl LTI)	5	6	260.2	---	230.4	246.4	297.6	---
Target Total Compensation (Incl Perqs)	5	6	268.8	---	230.4	246.4	310.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	6	9	3	---	4	3	3	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	6	9	1,612.7	---	445.5	910.8	2,743.1	---
Company Revenue (\$ Million)	6	9	3,377.4	---	657.1	4,554.0	4,963.0	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		50% No		0% Top Executive		0% Corporate	
100% Yes		50% Yes		0% Sr. Executive		50% Group	
				90% Executive		50% Division	
				10% 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
ACTUAL COMPENSATION								
Base Salary	4	6	235.8	---	223.2	230.4	285.4	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	6	275.9	---	214.3	307.1	334.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	6	289.7	---	216.2	317.1	335.4	---
Actual Total Direct Compensation (Incl LTI)	4	6	347.1	---	282.4	387.1	408.1	---
Total Compensation (Incl Perqs)	4	6	351.8	---	285.5	397.1	413.7	---
TARGET COMPENSATION								
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	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Corporate Reporting Level	4	6	3	---	4	3	2	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	6	1,443.7	---	530.4	791.9	2,031.1	---
Company Revenue (\$ Million)	4	6	3,549.8	---	2,536.8	3,951.2	4,763.5	---

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

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Career Bands, Career Levels, Functions and Disciplines

General Overview

This section provides job matching documentation used for this survey report.

- Career Band Summary Descriptions for the Supervisory/Management (M), Professional (P), Customer/Client Management and Sales (S), Technical Support (T), Business Support (U) and Production/Manual Labor (W) Career Bands
- The Global Grade(s) aligned with each level also are noted. Global Grade differentiators are shaded since North America survey participants only match to Career Levels.
- Function and Discipline Listing
- Function and Discipline Descriptions

NOTE: The job matching methodology presented here is for survey purposes only and is not a job evaluation process. Although this survey methodology is related to the Willis Towers Watson Career Map and Global Grading methodologies, it may not align directly with specific client implementation of one of these leveling methodologies. Therefore it is critical to align your internal levels to the survey levels based on a careful review of the survey definitions to ensure proper job matching.

Career Map and the Global Grading System, when formally implemented, enable the alignment of reward and talent management programs across businesses. When used as internal leveling tools, these methodologies take into account the specific organizational context of a job and the detailed set of associated accountabilities and demands. The outcomes of these processes are highly organization-specific, while survey job descriptions and levels are by their nature generic. Therefore, organizations that use Career Map or the Global Grading System as their internal leveling tool are still required to match their jobs to this survey using the job matching process outlined in this.

An organization's internal Global Grade or Career Level may act as a starting point, but as the Career Levels and Global Grades contained in these surveys represent a typical or generic organization, there may be differences between the internal value a specific organization places on a job and where the job should be mapped for purposes of external comparison.

Career Bands, Career Levels, Functions and Disciplines

Career Band Summary Descriptions

Supervisory/Management Career Band (M)

- Accountable for managing people, setting direction and deploying resources; typically is responsible for performance evaluation, pay reviews and hire/fire decisions
- Results are primarily achieved through the work of others and typically depend on the manager's ability to influence and negotiate with parts of the organization where formal authority is not held
- Progression within Career Band reflects acquisition of broad technical expertise, business and industry knowledge, and process and people leadership capabilities
- Accountable for business, functional or operational areas, processes or programs, which may include dotted-line or matrixed management

Revenue Generating Career Band (R) (Financial Services Only - FCB Exclusion Only)

- Requires fully developed business knowledge and understanding of marketplace and clients
- Likely to work on achieving a revenue target, often in highly complex and specialized areas
- At senior levels likely to work as individual contributors in addition to having management responsibilities
- Works with clients to originate and structure complex products often on a geographic or industry basis
- Entry level may be part of a formal training/rotational program, after which an MBA program maybe followed
- At lower levels work is achieved primarily by an individual or teams

Professional Career Band (P)

- Work is primarily achieved by an individual or through project teams, with emphasis on technical/discipline knowledge rather than managing people
- Requires the application of expertise in professional area(s) to achieve results
- Progression within the Career Band reflects increasing depth of professional knowledge, project management and ability to influence others
- Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles and practices

Customer/Client Management and Sales Career Band (S)

- Primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts
- Participates in sales presentations, developing bids, and responding to proposals
- At senior levels, likely to set/negotiate product/service terms or contracts
- A significant portion of compensation is likely to be based on sales results

Medical Representation Career Band (V) (Pharma Only - Not Financial Only)

- Performs specialized technical tasks required to support operations (e.g., IT development, research support, skilled trade)
- Primarily involved in direct contact with doctors, nurses, pharmacists and prescribing medical staff to acquire new business or develop existing business
- At senior levels, likely to have responsibility to set/negotiate product/service terms or contracts unless prohibited by regulatory restrictions
- Likely to work on a commission/sales target basis

Technical Support Career Band (T)

- Performs specialized technical tasks required to support operations (e.g., IT development, research support, skilled trade)
- Requires vocational training or the equivalent experience and may require external certification but typically does not require a university degree

Career Bands, Career Levels, Functions and Disciplines

Career Band Summary Descriptions (continued)

Business Support Career Band (U)

- Performs clerical/administrative or specialized support tasks in an office, field or retail store/site setting
- May require vocational training or the equivalent experience, but does not require a university degree

Production/Manual Labor Career Band (W)

- Performs operational or manual tasks, primarily in manufacturing, supply chain or operational environments
- Typically performs unskilled or semi-skilled work
- Typically does not require vocational training or a university degree

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles

Supervisory/Management Career Band (M)

M5 Senior Group Manager (aligns with Global Grade 17)

- Applies only to large international or global organizations
- Provides leadership and direction through Group and/or Senior Managers
- Has accountability for the performance and results of:
 - A large, strategically important function in an extremely large market and/or
 - Diverse disciplines (e.g., within Human Resources - Training, Recruitment and Compensation & Benefits) or departments within a large geography or division and/or
 - A large, strategically important discipline within a major region and/or
 - A medium-sized global corporate discipline or department
- Develops, adapts and executes strategies to achieve key business objectives in area of responsibility
- Decisions are guided by organization and functional strategies and objectives

M4 Group Manager (aligns with Global Grade 16)

- Provides leadership and direction through Senior Managers and Managers
- Has accountability for the performance and results of:
 - A large, strategically important discipline in an extremely large market; and/or
 - Related disciplines or a medium-sized function in a large market or medium-sized division; and/or
 - A medium-sized discipline or department in a major region
- Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies
- Decisions are guided by functional or major operational segment strategies and priorities

M3 Senior Manager (aligns with Global Grades 14 and 15)

- Provides leadership to managers; may also provide leadership to supervisors and/or professional staff
- Has accountability for the performance and results of multiple related units
- Develops departmental plans, including business, production, operational and/or organizational priorities
- Controls resources and policy formation in area of responsibility
- Decisions are guided by resource availability and functional objectives

Global Grade 15 Differentiators

- Looks beyond existing methodologies and own discipline to define and resolve complex problems
- Develops plans and delivers results in fast-changing businesses and/or regulatory environments
- Provides input to functional or departmental strategy
- Manages large, potentially diverse teams of managers and/or senior professionals
- In Global Grade 16 or 17 organizations, typically contributes directly to business priorities and planning

Global Grade 14 Differentiators

- Identifies applications of functional knowledge and existing methodologies to complex problems
- Manages large teams of professionals and/or junior managers
- In Global Grade 16 or 17 organizations, typically has accountability for a function

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Supervisory/Management Career Band (M) (continued)

M2 Manager (aligns with Global Grades 12 and 13)

- Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s)
- Has accountability for the performance and results of a team within own discipline or function
- Adapts departmental plans and priorities to address resource and operational challenges
- Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager
- Provides technical guidance to employees, colleagues and/or customers

Global Grade 13 Differentiators

- Accountable for the budget, performance and results of a medium-sized team or multiple small teams of employees
- Exercises full management authority, including performance reviews, pay decisions, recruitment, discipline, termination and other personnel actions
- Addresses issues with impact beyond own team based on knowledge of related disciplines

Global Grade 12 Differentiators

- Accountable for results of a small team of employees
- Exercises limited management authority; sets employee performance objectives, conducts performance reviews and recommends pay actions
- Defines team operating standards and ensures essential procedures are followed based on knowledge of own discipline

M1 Supervisor (aligns with Global Grades 10 and 11)

- Coordinates and supervises the daily activities of a support, production or operations team
- Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors
- Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager
- Typically does not spend more than 20% of time performing the work supervised

Global Grade 11 Differentiators

- Accountable for the results of a large and/or moderately complex support or production operations team including subordinate work leaders
- Applies acquired expertise to analyze and solve problems without clear precedent
- Provides input on resource planning and policy development
- Coaches team members on performance, completes employee performance evaluations and recommends pay actions

Global Grade 10 Differentiators

- Accountable for the results of medium-sized routine support or production operations teams
- Solves problems based on practice and precedent
- Trains team members and provides input to employee performance evaluations

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Revenue Generating Career Band (R) (Financial Services Only / PGE Function Only)

R6 Managing Director (aligns with Global Grades 17 and 18)

- Is recognized as one of the most experienced members of the functional team within the business. Typically has 10 years or more of experience
- May work independently or have responsibility for the direction of a desk. In addition to management responsibilities, incumbent is an active individual contributor, often working on the most important and complex accounts/transactions
- Has accountability for the performance and revenue generation of key areas of business or portfolio of products/services on a geographic or industry group basis
- Individuals at this level have fully developed knowledge of the business, marketplace and clients. Is recognized as an expert within the organization
- Key contributor to functional strategies and priorities
- Provides leadership and direction through Senior Vice Presidents and Director across multiple activities
- Within investment or corporate banking. May be a senior industry sector specialist or product area specialist, and/or lead a team. Typically has a minimum of 2 but more commonly 3 years of experience at the Director level

Global Grade 18 Differentiators

- Only applies to large international or global businesses (Global Grade 19 and above)
- Manages diverse teams of Senior Vice Presidents/Directors to generate revenue from a particular product/service range which represent a large proportion of business in the bank
- Requires fully developed knowledge of the business, marketplace and client's industry and is a recognized expert within the bank and across the industry

Global Grade 17 Differentiators

- Only applies to large international or global businesses (Global Grade 19 and above)
- Manages multiple teams of Vice Presidents and Senior Associates within a major country/region or industry group
- Requires broad and in-depth knowledge of the business, marketplace and clients and provides expert advice to handle the most complex accounts independently

R5 Director/Senior Vice President (aligns with Global Grades 15 and 16)

- Typically has at least 2 years of experience as a Vice President, and at least 7 years of total experience.
- May have responsibility for independently (or as a senior member of a team) working with the firm's clients and/or handling complex transactions
- Is accountable for the performance and revenue generation of multiple disciplines or departments within a major geographical country/region or industry group
- Individuals at this level have fully developed knowledge of the business, marketplace and clients. Is recognized as an expert within the organization
- Provides leadership and directions through Vice Presidents and Senior Associates
- Responsible for meeting business targets in assigned areas
- Contributes to the development of functional strategy, and provides leadership and direction

Global Grade 16 Differentiators

- May manage teams of Vice Presidents and Senior Associates within an assigned country/region or industry group
- Requires in-depth knowledge of the business, marketplace and clients and provides expert advice to handle the most complex accounts independently

Global Grade 15 Differentiators

- Requires specialized knowledge of the business, marketplace and clients. May provide expert advice to handle complex accounts independently

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Revenue Generating Career Band (R) (continued) (Financial Services Only - FCE Function Only)

R4 Vice President (aligns with Global Grades 13 and 14)

- Often considered the first officer level within the organization, individuals in this position will have 5 years or more experience
- Within investment banking, individuals at the Vice President level typically have 3 ½ or more years of experience at the Associate level
- Has responsibility for revenue generation and working with the organization's clients handling complex transactions; independently (or as a senior member of a team).
- Individuals at this level have fully developed knowledge of the business, marketplace and clients. Is recognized as an expert in own area within the organization
- Interprets internal or external business issues and recommends best practices. Provides technical guidance to more junior levels of staff

Global Grade 14 Differentiators

- Requires good knowledge of the business, marketplace and client industries and provides advice to handle difficult accounts

Global Grade 13 Differentiators

- Independently originates complex products in a specialized geographic area or industry
- Serves as best practice/quality resource
- Provides technical guidance to Associates and Analysts

R3 Senior Associate (aligns with Global Grades 11 and 12)

- Senior Associates continue to develop their knowledge of the business, marketplace and clients
- Responsible for independently executing on-going assigned tasks
- Individuals will have 2 or more years of experience since graduation from an MBA program or possess an equivalent combination of education and work experience
- Decisions are guided by policies, procedures and business plan; receives guidance from Vice Presidents/Directors

Global Grade 12 Differentiators

- Originates complex products in an assigned geographic area or industry, may receive some supervision
- Frequently contributes to process improvement
- Provides informal guidance to junior Associates and Analysts

Global Grade 11 Differentiators

- May contribute to process improvements
- Carries out complex tasks under supervision

R2 Associate (aligns with Global Grade 10)

- Associates work under the direct supervision of managers or senior producers
- Beginning to develop their knowledge of the business, marketplace and clients
- This category includes entry level MBAs (with a sign-on and actual "stub" bonuses), MBAs with up to 2 years experience, and "promoted" Analysts who typically have an undergraduate degree but more than 2 years work experience
- Solves a range of straightforward problems; analyses possible solutions using standard procedures

R1 Analyst (aligns with Global Grades 8 and 9)

- Requires a college or university degree
- May be part of a formal training/rotational program on a defined career path to becoming an Associate
- Key criterion is the individual's career track and/or inclusion in a formal "Analyst" program
- Performs routine assignments in the entry level to a professional role
- Develops competence by performing structured work assignments
- Uses existing procedures to solve routine or standard problems
- Receives instruction, guidance and direction from others

Global Grade 9 Differentiators

- Has limited discretion to vary from established procedures
- Has limited work experience involving basic concepts and procedures

Global Grade 8 Differentiators

- Has no discretion to vary from established procedures
- Receives detailed instructions, guidance and direction from others

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Professional Career Band (P)

P6 Renowned Expert (aligns with Global Grades 16 and 17)

- Is recognized as an external thought leader within strategic function or discipline
- Has broad and comprehensive expertise in leading-edge theories, techniques and/or technologies within own function or discipline
- Proactively identifies and solves the most complex problems that impact the management and direction of the business
- Participates in the development of the product or business strategy
- Leads multidisciplinary projects or initiatives
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

Global Grade 17 Differentiators

- Only applies to large international or global businesses
- Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession
- Leads the largest projects/initiatives that have a significant impact upon a complex, global business

Global Grade 16 Differentiators

- Typically found in Global Grade 18 or higher organizations
- Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession
- Leads large projects/initiatives that impact the business on a domestic or international scale

P5 Master (aligns with Global Grade 15)

- Is recognized as an expert within the organization and has in-depth and/or breadth of expertise in own discipline and broad knowledge of other disciplines within the function
- Anticipates internal and/or external business challenges and/or regulatory issues, recommends process, product or service improvements
- Solves unique and complex problems that have a broad impact on the business
- Contributes to the development of functional strategy
- Leads project teams to achieve milestones and objectives
- Progression to this level is typically restricted on the basis of business requirements
- Typically operates with broad latitude in a complex environment

P4 Specialist (aligns with Global Grades 13 and 14)

- Is recognized as an expert in own area within the organization
- Has specialized depth and/or breadth of expertise in own discipline or function
- Interprets internal or external issues and recommends solutions/best practices
- Solves complex problems; takes a broad perspective to identify solutions
- May lead functional teams or projects
- Works independently, with guidance in only the most complex situations
- Progression to this level is typically restricted on the basis of business requirement

Global Grade 14 Differentiators

- Identifies applications of functional knowledge and existing methodologies to complex problems
- Serves as an expert within own function and discipline
- Leads functional teams or projects and serves as a best practice/quality resource

Global Grade 13 Differentiators

- Guides others in resolving complex issues in specialized area based on existing solutions and procedures
- Serves as an expert within own discipline
- May lead function teams or projects and serves as a best practices/quality resource
- Trains/mentors junior staff

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Professional Career Band (P) (continued)

P3 Career (aligns with Global Grades 11 and 12)

- Has in-depth knowledge in own discipline and basic knowledge of related disciplines
- Solves complex problems; takes a new perspective on existing solutions
- Works independently; receives minimal guidance
- May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives
- Acts as a resource for colleagues with less experience
- May represent the level at which career may stabilize for many years or even until retirement

Global Grade 12 Differentiators

- Uses best practices and knowledge of internal or external business issues to improve products/services or processes
- Typically resolves complex problems or problems where precedent may not exist
- Often leads the work of small project teams; may formally train junior staff
- Works independently

Global Grade 11 Differentiators

- Contributes to process improvements
- Typically resolves problems using existing solutions
- Occasionally leads the work of small project teams; provides informal guidance to junior staff
- Works with minimal guidance

P2 Intermediate (aligns with Global Grades 9 and 10)

- Has working knowledge and experience in own discipline
- Continues to build knowledge of the organization, processes and customers
- Performs a range of mainly straightforward assignments
- Uses prescribed guidelines or policies to analyze and resolve problems
- Receives a moderate level of guidance and direction

Global Grade 10 Differentiators

- Typically follows prescribed guidelines or procedures to resolve problems
- Has working knowledge of basic concepts and procedures; performs a variety of routine tasks or assignments
- May train new team members and provide input to employee performance evaluations
- Works with a moderate level of guidance

Global Grade 9 Differentiators

- Has limited work experience involving basic concepts and procedures
- Develops competence by performing structured work assignments
- Uses existing procedures to solve routine or standard problems
- Works under supervision and direction from more senior level roles

P1 Entry (aligns with Global Grade 8)

- Performs routine assignments in the entry level of the Professional Career Band
- Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices
- Has no discretion to vary from established procedures by performing structured work assignments
- Uses existing procedures to solve routine or standard problems
- Receives instruction, guidance and direction from more senior level roles

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Customer/Client Management and Sales Career Band (S)

S6 Elite Expert (aligns with Global Grades 16 and 17)

- Is recognized externally as a leading sales strategist and business expert, with a highly sophisticated understanding of customer needs and competitors' offerings
- Is recognized internally as a role model and leader in planning and executing successful sales strategies for the organization's largest and most complex clients or markets
- Develops and implements new and innovative approaches to the sales process, including negotiation of sales and service terms, and approaches to account management and resources utilization
- Leads projects or initiatives that extend beyond the sales organization
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

Global Grade 17 Differentiators

- Only applies to large international or global businesses
- Manages largest, most strategically important global accounts in a very large organization
- Develops market (including new market) and account sales strategies
- Is recognized as one of the top sales producers in a global organization and in the wider industry

Global Grade 16 Differentiators

- Typically found in Global Grade 18 or higher organization
- Manages large, complex or international accounts in a medium to large organization
- Is recognized as a major sales producer in an international business

S5 Senior Expert (aligns with Global Grade 15)

- Has a complete understanding of business, financials, products/services, the market and the needs/challenges of assigned accounts; develops colleagues' and customers' understanding; is recognized as an expert in many areas
- Works with large, important or global accounts
- Has full authority/opportunity to set and negotiate product/service terms
- Plans own account management approach and has input into colleagues' approaches; manages own and often others' resources
- Progression to this level is typically restricted on the basis of business requirements

S4 Expert (aligns with Global Grades 13 and 14)

- Has a deep understanding of business, financials, products/services, the market or the needs/challenges of assigned accounts
- Develops colleagues' and customers' understanding
- Recognized as an expert in one or more areas
- Works with complex or high profile territory/account, products/services, sales or account management process; serves as team lead
- Has broad authority/opportunity to set and negotiate product/service terms
- Plans own territory or account approach and has input into colleagues' approaches; manages own and often others' resources
- Progression to this level is typically restricted on the basis of business requirements

Global Grade 14 Differentiators

- Most clients are substantial, high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with considerable discretion at high levels of client organizations
- Leads medium to large sales teams, but without supervisory authority
- Is recognized as a best practice expert in several business/sales/product/service areas

Global Grade 13 Differentiators

- Some clients are high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with moderate discretion within policy guidelines
- Leads small to medium sales teams, but without supervisory authority

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Customer/Client Management and Sales Career Band (S) (continued)

S3 Career (aligns with Global Grades 11 and 12)

- Has a solid understanding of business, financials, products/services, the market and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area
- Works with complex or large territory/account, products/services, sales or account management processes; may serve as team lead
- Has authority/opportunity to set and negotiate product/service terms
- Plans own territory or account approach and manages own resources
- May represent the level at which career may stabilize for many years or even until retirement

Global Grade 12 Differentiators

- Manages accounts in a large domestic or small multi-country territory
- Recognized internally as an expert in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Typically leads a small sales team but without supervisory authority
- Trains and mentors junior staff

Global Grade 11 Differentiators

- Manages a medium domestic territory
- Develops expertise in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Leads a small sales team on an ad hoc basis to meet specific client needs
- Occasionally leads the work of small team; provides informal guidance to junior staff

S2 Intermediate (aligns with Global Grades 9 and 10)

- Continues to build knowledge of business, financials, products/services, the market or account needs
- Works with moderately complex territory/assigned accounts, products/services, sales or account management processes
- Has direct contact with clients and moderate authority/opportunity to set and negotiate product/service terms)
- Is beginning to plan own territory or account approach and monitor resources

Global Grade 10 Differentiators

- Typically responsible for products/services or territories/accounts that have moderate complexity
- Works within plan dictated by manager
- Has direct contact with clients with moderate opportunity to negotiate
- May train new team members and provide input to employee performance evaluations

Global Grade 9 Differentiators

- Has structured direct contact with clients and limited authority for negotiation
- Has general knowledge of assigned products and services
- Develops competence by performing structured work assignments

S1 Entry (aligns with Global Grade 8)

- Typically requires a college or university degree or the equivalent work experience and has general awareness of business, financials, products/services and the market
- Works with territory/account, product/services or sales process with limited complexity
- Has limited direct contact with clients and no authority/opportunity to set and negotiate product/service terms
- Relies on manager to provide planning and manage resources

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Medical Representation Career Band (V) [Pharma Only] - CMR Function Only

V4 Expert (aligns with Global Grades 13 and 14)

- Has in-depth expertise in a range of pharmaceutical products and market characteristics in one or more therapeutic areas
- Has advanced knowledge of current clinical research in assigned therapeutic area(s) and to engage in discussions with clients and medical community contacts
- Complexity is extremely high with responsibility for the highest risk products/therapeutic area(s), commercial impact and/or the most critical geographic territories or emerging markets
- Has an extensive network of key decision-makers within client organizations and important contacts in the medical community
- Has broad authority to set and negotiate product/service terms
- Serves as a sales and therapeutic area expert and mentors other Medical Representatives in best practices
- Provides guidance and support to other Medical Representatives in critical negotiations

Global Grade 14 Differentiators

- Most clients are high-profile accounts spanning broad geographic areas and/or emerging markets, representing significant sources of revenue and having diverse and complex needs
- Negotiates sales terms with considerable discretion at high levels of client organizations
- Works closely with product managers, sales trainers and management to develop sales strategy and resolve complex sales and client issues
- Is recognized as one of the top sales producers in the organization and the pharmaceutical industry

Global Grade 13 Differentiators

- Some clients are high-profile accounts spanning broad geographic areas and/or emerging markets, representing significant sources of revenue and having diverse and complex needs
- Negotiates sales terms with moderate discretion at mid to high levels of the client organizations
- Analyzes complex client experiences and actively participates in developing sales and product strategy
- Is recognized as one of the top sales producers in the organization

V3 Specialist (aligns with Global Grade 12)

- Has comprehensive knowledge of the full range of pharmaceutical products and market characteristics in assigned therapeutic area
- Has good knowledge of current clinical research in assigned therapeutic area to engage in discussions with healthcare professionals and managers
- Complexity is very high with responsibility for high-risk products/therapeutic area, commercial impact and/or critical geographic or emerging markets
- Has a large network of mid and senior level healthcare professionals and managers within client organizations and the medical community

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Medical Representation Career Band V (continued) [Pharma Only - CMP Function Only]

V2 Career (aligns with Global Grades 10 and 11)

- Has good knowledge of a range of pharmaceutical products and market characteristics in assigned therapeutic area
- Has general awareness of current clinical research in assigned therapeutic area and provides related information during client visits
- Complexity is intermediate with responsibility for medium-risk products/therapeutic area, commercial impact and geographic or emerging market
- Has moderate authority to set and negotiate product service terms within established guidelines

Global Grade 11 Differentiators

- Has basic knowledge of clinical research, competitors and needs of assigned accounts
- Complexity and level of risk is intermediate to high for products/therapeutic area, commercial impact and geographic or emerging market
- Develops a network of contacts in client organizations with guidance from sales management
- Negotiates sales terms with moderate discretion
- May provide informal guidance to junior staff

Global Grade 10 Differentiators

- Develops basic knowledge of clinical research, competitors and the needs of assigned accounts
- Complexity and level of risk for products/therapeutic area, commercial impact and geographic or emerging market is moderate to intermediate
- Relies on sales management to provide a network of contacts in client organizations
- Negotiates sales terms with limited discretion

V1 Entry (aligns with Global Grades 8 and 9)

- Has general awareness of pharmaceutical products and market characteristics in assigned therapeutic area
- Complexity is limited with responsibility for low-risk products/therapeutic area, commercial impact and geographic or emerging market
- Presents information to healthcare professionals and managers about products and services
- Has very limited authority to set and negotiate product/service terms
- Receives management guidance and direction in developing knowledge and skills and managing resources

Global Grade 9 Differentiators

- Has a general understanding of assigned products and services
- Has structured direct contact with clients and limited authority for negotiation
- Has some related work experience involving basic concepts and procedures

Global Grade 8 Differentiators

- Develops basic understanding of products and services through on-the-job training
- Has limited direct contact with clients and no authority for negotiation
- Has limited or no related work experience

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Technical Support Career Band (T)

T4 Lead/Advanced (aligns with Global Grades 9 and 10)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience
- Proposes improvements to processes
- May act as a lead, coordinating and facilitating the work of others but is not a supervisor
- Works autonomously within established procedures and practices
- Spends a majority of working time performing the same work processes and activities as employees on team

Global Grade 10 Differentiators

- Performs a variety of the most complex tasks and/or may lead one or more teams
- Analyzes the most complex technical problems and delivers solutions where precedent may not exist

Global Grade 9 Differentiators

- Performs a variety of complex tasks and/or may lead a team in the performance of a variety of tasks that are often routine
- Solves complex problems of a recurring nature

T3 Senior (aligns with Global Grades 7 and 8)

- Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience
- Completes a variety of atypical assignments
- Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments
- Works with a limited degree of supervision, with oversight focused only on complex new assignments
- Acts as an informal resource for colleagues with less experience

Global Grade 8 Differentiators

- Performs highly complex and varied tasks
- Typically has specialized external certification
- Guides and supports junior team members; may assist in their formal orientation and training

Global Grade 7 Differentiators

- Performs moderately complex and varied tasks
- May have specialized external certification
- Guides junior team members

T2 Intermediate (aligns with Global Grade 6)

- Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes
- Applies experience and skills to complete assigned work within own area of expertise
- Works within standard operating procedures and/or scientific methods
- Works with a moderate degree of supervision

T1 Entry (aligns with Global Grade 5)

- Has basic skills in an analytical or scientific method or operational process
- Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines
- Works with close supervision

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Business Support Career Band (U)

U4 Lead/Advanced (aligns with Global Grades 8 and 9)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience
- May act as a lead, coordinating and facilitating the work of others, but is not a supervisor
- Works autonomously within established procedures and practices
- May support the development of new and innovative solutions to complex problems
- Spends a majority of working time performing the same work processes and activities as employees on team

Global Grade 9 Differentiators

- Performs a variety of the most complex tasks and/or may lead one or more teams
- Supports the delivery of new solutions complex problems where precedent may not exist

Global Grade 8 Differentiators

- Performs a variety of complex tasks and/or may lead a team in the performance of a variety of tasks that are often routine
- May support the development of solutions to complex problems of a recurring nature

U3 Senior (aligns with Global Grade 7)

- Has full proficiency gained through job-related training and considerable work experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience
- Identifies key issues and patterns from partial/conflicting data
- Takes a broad perspective to problems and spots new, less obvious solutions

U2 Intermediate (aligns with Global Grades 5 and 6)

- Has working knowledge and skills developed through formal training or work experience
- Works within established procedures with a moderate degree of supervision
- Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions

Global Grade 6 Differentiators

- Has prior relevant training or related work experience
- Performs routine tasks following specific instructions or under close supervision
- Work is clearly defined and completed according to instruction

Global Grade 5 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

U1 Entry (aligns with Global Grade 4)

- Entry level position with little or no prior relevant training or work experience
- Acquires basic skills to perform routine tasks
- Work is prescribed and completed with little autonomy
- Works with either close supervision or under clearly defined procedures

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Production/Manual Labor Career Band (W)

W4 Lead/Advanced (aligns with Global Grades 7 and 8)

- Has advanced skills, typically gained through a combination of job-related training and considerable work experience
- May act as a lead, coordinating the work of others, but is not a supervisor
- Works autonomously within established procedures and practices
- Has developed a specialized level of skill to perform assigned tasks

Global Grade 8 Differentiators

- Performs a variety of the most complex tasks and/or may lead one or more teams
- Supports the delivery of new solutions complex problems where precedent may not exist

Global Grade 7 Differentiators

- Performs a variety of complex tasks and/or may lead a team in the performance of a variety of tasks that are often routine
- May support the development of solutions to complex problems of a recurring nature

W3 Senior (aligns with Global Grade 6)

- Has proficiency through job-related training and considerable work experience
- Completes work with a limited degree of supervision; regularly provides guidance to others with less experience
- May act as an informal resource for colleagues with less experience

W2 Intermediate (aligns with Global Grades 4 and 5)

- Has skills developed through formal training or work experience
- Works within established procedures and guidelines with limited ability to modify methods and approach
- Completes assigned tasks with a moderate degree of supervision

Global Grade 5 Differentiators

- Performs the full range of established procedures, and will typically be considered skilled through work experience
- Resolves routine issues without supervisory approval

Global Grade 4 Differentiators

- Performs most established procedures and will typically be considered semi-skilled through work experience
- Resolves routine issues with senior staff or supervisory guidance and approval

W1 Entry (aligns with Global Grades 2 and 3)

- Has little or no prior relevant training or work experience
- Works under close supervision with little autonomy
- Works with clearly defined methods and tasks that are described in detail

Global Grade 3 Differentiators

- Has limited prior relevant training or work experience
- Contributes directly to specific unskilled tasks or processes
- Has limited discretion to vary from established procedures

Global Grade 2 Differentiators

- Has no prior relevant training or work experience
- Contributes indirectly to specific unskilled tasks or processes
- Has no discretion to vary from established procedures

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing

AAS Administrative Services

AAS000	Administrative Services Generalist/Multidiscipline
AAS010	Office/Location/Post and Messenger Services
AAS011	Clerical
AAS020	Library/Information Services
AAS030	Reception/Switchboard
AAS041	Secretarial/Administrative Assistance
AAS042	Secretarial/Executive Administrative Assistance
AAS043	Secretarial/Administrative Assistance to the Chief Executive Officer
AAS500	Energy Technical Documentation Management
AAS999	Administrative Services - No Applicable Discipline

AAT Transportation Services and Administration

AAT000	Transportation Services and Administration Generalist/Multidiscipline
AAT010	Vehicle Fleet Management
AAT015	Vehicle Maintenance
AAT020	Driver/Chauffeur
AAT030	Aircraft Management
AAT040	Aviation Operations
AAT050	Aviation - Pilots
AAT999	Transportation Services and Administration - No Applicable Discipline

AAV Security

AAV000	Security Generalist/Multidiscipline
AAV002	Security Armed
AAV003	Security Unarmed
AAV010	Business Continuation
AAV999	Security - No Applicable Discipline

ACA Corporate Affairs/Communications

ACA000	Corporate Affairs/Communications Generalist/Multidiscipline
ACA010	Public Relations
ACA020	Community Affairs/Relations
ACA025	Aboriginal Community Affairs/Relations
ACA030	Corporate Social Responsibility
ACA040	Corporate Giving
ACA050	Regulatory Affairs and Compliance
ACA060	Environmental Affairs and Compliance
ACA063	Personal Data Privacy Compliance
ACA065	Sustainability

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ACA	Corporate Affairs/Communications (continued)	
	ACA070	Government Relations
	ACA080	Lobbying
	ACA090	Investor Relations
	ACA100	Internal/Employee Communications
	ACA140	Localization/Translation Services
	ACA500	Economic Development
	ACA999	Corporate Affairs/Communications - No Applicable Discipline
ACD	Strategic Planning/Corporate Development	
	ACD000	Strategic Planning/Corporate Development Generalist/Multidiscipline
	ACD010	Strategic Planning
	ACD016	Digital Strategy
	ACD018	Change Management/Organizational Effectiveness
	ACD020	Corporate Development and Licensing Generalist/Multidiscipline
	ACD030	Corporate Development
	ACD040	Licensing
	ACD050	Mergers and Acquisitions
	ACD060	Strategic Alliances
	ACD500	Power Generation Business Development
	ACD999	Strategic Planning/Corporate Development - No Applicable Discipline
AEM	Data Analytics/Business Intelligence and Data Science	
	AEM000	Data Analytics/Business Intelligence and Data Science Generalist/Multidiscipline
	AEM010	Economics
	AEM050	Predictive Analytics/Business Intelligence
	AEM060	Data Science
	AEM999	Data Analytics/Business Intelligence and Data Science - No Applicable Discipline
AEO	Business Operations Analysis	
	AEO000	Business Operations Analysis Generalist/Multidiscipline
	AEO999	Business Operations Analysis - No Applicable Discipline
AFB	Accounting	
	AFB000	Accounting Generalist/Multidiscipline
	AFB010	General Accounting
	AFB015	Systems Accounting
	AFB020	Financial Reporting
	AFB025	XBRL (eXtensible Business Reporting Language) Coordination

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AFB	Accounting (continued)	
	AFB030	Accounting Policy and Research
	AFB035	Joint Venture Accounting
	AFB040	Cost Accounting
	AFB050	Bookkeeping/Account Maintenance
	AFB060	Accounts Payable/Receivable
	AFB070	Payroll
	AFB999	Accounting - No Applicable Discipline
AFC	Credit and Collections	
	AFC000	Credit and Collections Generalist/Multidiscipline
	AFC010	Credit
	AFC020	Collections
	AFC030	Call Center Collections
	AFC999	Credit and Collections - No Applicable Discipline
AFT	Financial Analysis and Tax	
	AFT000	Financial Analysis and Tax Generalist/Multidiscipline
	AFT010	Financial Analysis
	AFT012	Pension Trust Investments
	AFT020	Budget Analysis
	AFT030	Treasury Operations
	AFT035	Structured Finance Borrowing
	AFT040	Corporate/Financial Planning
	AFT050	Tax Reporting and Compliance
	AFT060	Tax Planning and Research
	AFT080	Insurance Risk
	AFT090	Rates
	AFT500	Joint Interest
	AFT999	Financial Analysis and Tax - No Applicable Discipline
AFU	Audit and Financial/Business Controls	
	AFU000	Audit and Financial/Business Controls Generalist/Multidiscipline
	AFU010	General Audit
	AFU020	IS Audit
	AFU030	Business Ethics and Compliance
	AFU040	Fraud (Prevention)
	AFU999	Audit and Financial/Business Controls - No Applicable Discipline
AFY	Risk Management	
	AFY000	Risk Management Generalist/Multidiscipline
	AFY999	Risk Management - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AGS Geosciences

AGS000	Geosciences Generalist/Multidiscipline
AGS010	Geology
AGS020	Geophysics
AGS999	Geosciences - No Applicable Discipline

AHR Human Resources

AHR000	HR Generalist/Consultant Generalist/Multidiscipline
AHR010	Compensation and Benefits Generalist/Multidiscipline
AHR020	Compensation Generalist/Multidiscipline
AHR060	Benefits
AHR070	Pension Plan Administration
AHR090	Employee/Labor Relations Generalist/Multidiscipline
AHR105	Employee Assistance Program Administration
AHR110	Diversity/Equal Employment Opportunity Generalist/Multidiscipline
AHR120	Organization Development
AHR122	Workforce Analytics
AHR130	Employee Development/Training Generalist/Multidiscipline
AHR131	Employee Development/Talent Management
AHR134	Technical Training
AHR140	Recruitment Generalist/Multidiscipline
AHR150	Human Resources Information Systems
AHR160	HR Service Center
AHR999	Human Resources - No Applicable Discipline

AHS Environmental Health and Safety

AHS000	Environmental Health and Safety Generalist/Multidiscipline
AHS010	Environmental Science
AHS020	Environmental Remediation
AHS050	Safety
AHS080	Medical Services - Medical Doctor
AHS090	Medical Services - Nursing
AHS100	Medical Services - Nonmedical Degree
AHS999	Environmental Health and Safety - No Applicable Discipline

AID IT Development

AID000	IT Development Generalist/Multidiscipline
AID010	Application Development
AID015	Internet/Web Application Development
AID020	Business Systems Analysis
AID030	IT Architecture (Systems Design)

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AID	IT Development (continued)	
	AID040	Systems Software Development
	AID050	Software Quality Assurance and Testing
	AID055	Application Development Support
	AID060	Database Design and Analysis
	AID070	Database Warehousing/Mining
	AID080	Network Architecture Design
	AID090	Network Planning and Implementation
	AID100	Enterprise Resource Planning
	AID110	IS and Cyber Security Development
	AID999	IT Development - No Applicable Discipline
AIT	IT Administration	
	AIT000	IT Administration Generalist/Multidiscipline
	AIT010	Computer Systems Administration
	AIT015	Website Administration
	AIT020	IT Help Desk Support
	AIT025	IT On-Site Support
	AIT030	Database Administration
	AIT040	Network Control/Administration
	AIT060	IS Disaster Recovery/Business Continuation
	AIT065	IT Risk Management
	AIT070	IS and Cyber Security
	AIT080	IT Training/Documentation
	AIT090	Voice Communications
	AIT100	IT Asset Management
	AIT110	IT Outsourcing Management
	AIT130	IT Performance Management
	AIT560	Critical Infrastructure Protection Compliance Audit
	AIT999	IT Administration - No Applicable Discipline
ALG	Legal	
	ALG000	Legal Generalist/Multidiscipline
	ALG005	Corporate/Company Secretary
	ALG010	Contract Law
	ALG050	Merger and Acquisition Law
	ALG065	Corporate Governance
	ALG070	Regulatory Compliance Law
	ALG100	IS and Cyber Security Law
	ALG999	Legal - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ALS Legal Support

ALS000	Legal Support Generalist/Multidiscipline
ALS010	Paralegal
ALS020	Contract Administration
ALS040	Legal Secretarial/Administrative Assistance
ALS999	Legal Support - No Applicable Discipline

AMK Marketing

AMK000	Marketing Generalist/Multidiscipline
AMK020	Advertising/Marketing Communications
AMK025	Advertising
AMK030	Market/Segment Development
AMK040	Market Research/Intelligence
AMK041	Customer Insight and Research Generalist/Multidiscipline
AMK042	Customer Data Management
AMK043	Customer Research Analytics and Modeling
AMK050	Product Management
AMK060	Direct Marketing
AMK070	Brand Marketing
AMK080	Pricing
AMK090	Marketing Program Management
AMK120	Digital Content Management/Production
AMK999	Marketing - No Applicable Discipline

AMS Customer Support/Operations

AMS000	Customer Support/Operations Generalist/Multidiscipline
AMS010	Customer Service
AMS020	Customer Contact Center Generalist/Multidiscipline
AMS030	High Volume Customer Billing
AMS040	Customer Billing Resolution
AMS500	Customer Billing Systems Planning and Analysis
AMS530	Utilities Customer Support
AMS999	Customer Support/Operations - No Applicable Discipline

AMT Technical Customer Support

AMT000	Technical Customer Support Generalist/Multidiscipline
AMT999	Technical Customer Support - No Applicable Discipline

AOO Outsourced/Contract Manufacturing

AOO000	Outsourced/Contract Manufacturing Generalist/Multidiscipline
AOO999	Outsourced/Contract Manufacturing - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AOM Manufacturing/Operations

AOM000	Manufacturing/Operations Generalist/Multidiscipline
AOM500	Refinery Operations Generalist/Multidiscipline
AOM510	Refinery Production Planning and Scheduling
AOM515	Refinery Production Operations
AOM999	Manufacturing/Operations - No Applicable Discipline

APA Plant Administration

APA000	Plant Administration Generalist/Multidiscipline
APA999	Plant Administration - No Applicable Discipline

APM Project/Program Management

APM000	Project/Program Management Generalist/Multidiscipline
APM010	Information Technology Project Management
APM020	Facilities Construction Project Management
APM027	Construction Project Control Services
APM030	Engineering Project Management
APM510	Major Construction Project Management
APM530	Electric Transmission and/or Distribution Project Management
APM540	Gas Transmission and/or Distribution Project Management
APM550	Fossil Power Generation Project Management
APM560	Hydroelectric Power Generation Project Management
APM570	Nuclear Power Generation Project Management
APM999	Project/Program Management - No Applicable Discipline

AQY Quality Assurance Methods

AQY000	Quality Assurance Methods Generalist/Multidiscipline
AQY010	Quality Systems/Customer Satisfaction
AQY020	Business Process Improvement
AQY030	Six Sigma Process
AQY040	Supplier Quality Assurance
AQY999	Quality Assurance Methods - No Applicable Discipline

ARE Real Estate and Facilities

ARE000	Real Estate and Facilities Generalist/Multidiscipline
ARE010	Real Estate/Property Management
ARE020	Facilities Management
ARE040	Land/Right-of-Way
ARE500	Conduit Joint Use Agreement Coordinator
ARE550	Land Management

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ARE Real Estate and Facilities (continued)

ARE551	Land Administration
ARE552	Land Contracts
ARE553	Land Negotiations
ARE999	Real Estate and Facilities - No Applicable Discipline

ARS Research Science

ARS000	Research Science Generalist/Multidiscipline
ARS999	Research Science - No Applicable Discipline

ARU Research Science Support

ARU000	Research Science Support Generalist/Multidiscipline
ARU999	Research Science Support - No Applicable Discipline

ASC Supply Chain and Logistics

ASC000	Supply Chain and Logistics Generalist/Multidiscipline
ASC012	Supplier Development
ASC013	Supplier Diversity Program Management
ASC020	Materials Management
ASC022	Forklift Operations
ASC030	Logistics
ASC040	Warehousing
ASC050	Transportation
ASC052	Transportation - Delivery Vehicle Operations Generalist/Multidiscipline
ASC060	Purchasing Generalist/Multidiscipline
ASC090	Technical Purchasing
ASC510	Petroleum and LNG Downstream Products Supply and Logistics
ASC999	Supply Chain and Logistics - No Applicable Discipline

AZE Engineering

AZE000	Engineering Generalist/Multidiscipline
AZE055	Electro-Mechanical Engineering
AZE010	Chemical Engineering
AZE020	Petroleum Engineering
AZE030	Quality Assurance Engineering
AZE040	Civil Engineering
AZE050	Electrical Equipment Engineering
AZE060	Process Engineering
AZE100	Sustainable Engineering
AZE110	Mechanical Engineering

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AZE	Engineering (continued)
AZE120	Environmental Engineering
AZE130	Computer Control Systems Electronics Engineering
AZE160	Safety Engineering
AZE165	Welding Engineering
AZE170	Structural/Facilities Engineering
AZE517	Bulk Power Market Operations Engineering
AZE526	Reservoir Engineering
AZE528	Pipeline Engineering
AZE533	Electric System/Grid Operations Engineering
AZE540	Electric Transmission Asset Planning and Operations Engineering
AZE543	Electric Distribution Engineering
AZE545	Electric Systems Construction Design Standards Engineering
AZE550	Fossil Power Generation Engineering
AZE555	Hydroelectric Power Generation Engineering
AZE557	Renewable/Alternative Power Generation Engineering
AZE560	Nuclear Power Plant Design and Systems Engineering
AZE570	Gas Transmission Engineering
AZE573	Gas Distribution Engineering
AZE579	Major Construction Engineering Generalist/Multidiscipline
AZE583	Major Construction Cost Engineering
AZE591	Drilling Engineering
AZE593	Oil Sands Mining Engineering
AZE999	Engineering - No Applicable Discipline
AZT	Technical Specialty/Skilled Trade
AZT000	Technical Specialty/Skilled Trade Generalist/Multidiscipline
AZT010	Equipment Maintenance Technical Specialty
AZT015	Civil Engineering Technical Specialty
AZT020	Calibration Technical Specialty
AZT050	Process Technical Specialty
AZT060	Quality Control/Inspection Technical Specialty
AZT070	Test Equipment Technical Specialty
AZT080	CAD/CAE Drafting Technical Specialty
AZT090	Production/Operations Laboratory Technical Specialty
AZT110	Chemistry Technical Specialty
AZT115	Environmental Waste Technical Specialty
AZT120	Stationary Engineering Technical Specialty
AZT140	Skilled Trade Generalist/Multidiscipline
AZT150	Electrical Skilled Trade

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AZT	Technical Specialty/Skilled Trade (continued)
AZT160	Welding Skilled Trade
AZT170	Mechanical Skilled Trade
AZT180	Machinery/Millwright Skilled Trade
AZT502	Engineering Technical Specialty
AZT505	Geographical Information Systems Technical Specialty
AZT506	Geosciences Technical Specialty
AZT507	Geological Technical Specialty
AZT508	Geophysical Technical Specialty
AZT510	Bulk Power Market/Electric System/Grid Technical Specialty
AZT528	Field Metering Technical Specialty
AZT530	Maintenance Planning - Onshore
AZT538	Renewable/Alternative Power Grid Interconnection Technical Specialty
AZT544	Electric Transmission and/or Distribution Technical Specialty
AZT550	Fossil Power Generation Technical Specialty
AZT555	Hydroelectric Power Generation Technical Specialty
AZT557	Renewable/Alternative Power Generation Technical Specialty
AZT560	Nuclear Power Generation Technical Specialty
AZT563	Inspector Technical Specialty
AZT571	Gas Transmission and/or Distribution Technical Specialty
AZT579	Major Construction Technical Specialty Generalist/Multidiscipline
AZT580	Major Construction Design Technical Specialty
AZT583	Major Construction Cost Technical Specialty
AZT999	Technical Specialty/Skilled Trade - No Applicable Discipline
AZU	Manual/Unskilled Labor
AZU000	Manual/Unskilled Labor Generalist/Multidiscipline
AZU999	Manual/Unskilled Labor - No Applicable Discipline
CAM	Account/Relationship Management
CAM000	Account/Relationship Management Generalist/Multidiscipline
CAM500	Key Accounts
CAM510	Industrial/Commercial - Account/Relationship Management
CAM999	Account/Relationship Management - No Applicable Discipline
CBM	Bid Management
CBM000	Bid Management Generalist/Multidiscipline
CBM999	Bid Management - No Applicable Discipline
CSC	Channel Sales
CSC000	Channel Sales Generalist/Multidiscipline
CSC999	Channel Sales - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

CSD	Direct Sales	
	CSD000	Direct Sales Generalist/Multidiscipline
	CSD500	Key Accounts Sales
	CSD510	Industrial/Commercial Sales
	CSD520	Residential Development Sales
	CSD550	Energy Facilities Capacity Sales
	CSD999	Direct Sales - No Applicable Discipline
CUS	Sales Support and Administration	
	CUS000	Sales Support and Administration Generalist/Multidiscipline
	CUS010	Sales Training
	CUS060	Sales Operations Support
	CUS999	Sales Support and Administration - No Applicable Discipline
EDD	Energy Delivery/Distribution	
	EDD000	Energy Delivery/Distribution Generalist/Multidiscipline
	EDD010	Electric Distribution Systems Operations
	EDD020	Electric Distribution Construction and/or Maintenance
	EDD030	Electric Distribution/Substation Equipment Testing/Repair
	EDD040	Gas Distribution System Operations
	EDD050	Gas Distribution Construction and/or Maintenance
	EDD060	Corrosion Control
	EDD070	Distribution Meter Services Generalist/Multidiscipline
	EDD080	Quality Control/Inspection
	EDD090	Proprietary Telecommunications Systems
	EDD999	Energy Delivery/Distribution - No Applicable Discipline
EDE	Energy Efficiency/Conservation	
	EDE000	Energy Efficiency/Conservation Generalist/Multidiscipline
	EDE999	Energy Efficiency/Conservation - No Applicable Discipline
EFS	Energy Supply	
	EFS000	Energy Supply Generalist/Multidiscipline
	EFS010	Crude Oil Supply
	EFS020	Natural Gas Supply
	EFS999	Energy Supply - No Applicable Discipline
EGF	Fossil Power Generation	
	EGF000	Fossil Power Generation Generalist/Multidiscipline
	EGF020	Fossil Power Maintenance Planning

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

EGF Fossil Power Generation (continued)

EGF030	Fossil Power Maintenance
EGF040	Fossil Power Operations
EGF060	Fossil Power Outage Management
EGF090	Fossil Power Quality Control/Inspection
EGF999	Fossil Power Generation - No Applicable Discipline

EGH Hydroelectric Power Generation

EGH000	Hydroelectric Power Generation Generalist/Multidiscipline
EGH010	Hydroelectric Maintenance Planning
EGH020	Hydroelectric Operations and/or Maintenance
EGH030	Hydroelectric Outage Management
EGH999	Hydroelectric Power Generation - No Applicable Discipline

EGR Renewable/Alternative Power Generation

EGR000	Renewable/Alternative Power Generation Generalist/Multidiscipline
EGR020	Renewable/Alternative Power Generation Maintenance Planning
EGR030	Renewable/Alternative Power Generation Maintenance
EGR040	Renewable/Alternative Power Generation Operations
EGR060	Renewable/Alternative Power Generation Outage Management
EGR999	Renewable/Alternative Power Generation - No Applicable Discipline

ENP New Power Plant Development Project Management

ENP000	New Power Plant Development Project Management Generalist/Multidiscipline
ENP030	New Renewable/Alternative Energy Development Project Management
ENP999	New Power Plant Development Project Management - No Applicable Discipline

EOP Natural Resources Exploitation/Operation/Production

EOP000	Natural Resources Exploitation/Operation/Production Generalist/Multidiscipline
EOP010	Natural Resources Production Operations
EOP510	Construction/Design
EOP511	Field Operations
EOP512	Heavy Oil Operations
EOP513	Mining Operations
EOP514	Machine Operations
EOP515	Development/Exploitation
EOP516	Exploration and Production
EOP999	Natural Resources Exploitation/Operation/Production - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

EOT Transportation and Pipeline

EOT000	Transportation and Pipeline Generalist/Multidiscipline
EOT010	Pipeline/Routing Design
EOT020	Control Center Operation
EOT030	Tank Farm Operations
EOT500	Scheduling and Logistics
EOT999	Transportation and Pipeline - No Applicable Discipline

EOW Well Operations

EOW000	Well Operations Generalist/Multidiscipline
EOW010	Drilling
EOW020	Drilling Fluids
EOW030	Bit and Coring
EOW040	Wireline and Coil Tubing
EOW050	Fishing
EOW060	Well Completion
EOW070	Reclamations/Construction
EOW999	Well Operations - No Applicable Discipline

ETG Gas Transmission

ETG000	Gas Transmission Generalist/Multidiscipline
ETG010	Pipeline
ETG020	Gas Supply
ETG030	Gas Scheduling
ETG040	Compressor Station
ETG999	Gas Transmission - No Applicable Discipline

ETM Electric Transmission Construction and/or Maintenance

ETM000	Electric Transmission Construction and/or Maintenance Generalist/Multidiscipline
ETM002	Electric Transmission Construction
ETM004	Electric Transmission Maintenance
ETM010	Electric Transmission Equipment Testing
ETM020	Electric Transmission Equipment Repair
ETM999	Electric Transmission Construction and/or Maintenance - No Applicable Discipline

ETO Electric Transmission Operations

ETO000	Electric Transmission Operations Generalist/Multidiscipline
ETO005	Electric Transmission System Operations - Reliability

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ETO	Electric Transmission Operations (continued)	
	ETO014	Electric Transmission System Operations - Interchange Scheduling/Load Balancing
	ETO016	Electric Transmission System Operations - Generation Operations
	ETO020	Reliability Coordination
	ETO030	Electric Transmission Tariff Administration
	ETO040	Transmission Operations Compliance
	ETO999	Electric Transmission Operations - No Applicable Discipline
EVM	Vegetation Management and Forestry	
	EVM000	Vegetation Management and Forestry Generalist/Multidiscipline
	EVM999	Vegetation Management and Forestry - No Applicable Discipline
NPM	Nuclear Plant Maintenance	
	NPM000	Nuclear Plant Maintenance Generalist/Multidiscipline
	NPM020	Nuclear Plant Maintenance Planning
	NPM050	Nuclear Plant Maintenance Outage Management
	NPM060	Nuclear Plant Maintenance Instrument and Control
	NPM070	Nuclear Plant Maintenance Mechanical and/or Electrical
	NPM080	Nuclear Plant Maintenance In-Service Inspection and Testing
	NPM081	Nuclear Plant Maintenance Non-Destructive Examination Specialty
	NPM999	Nuclear Plant Maintenance - No Applicable Discipline
NPO	Nuclear Plant Operations	
	NPO000	Nuclear Plant Operations Generalist/Multidiscipline
	NPO010	Nuclear Plant Operations - RO License
	NPO999	Nuclear Plant Operations - No Applicable Discipline
NQA	Nuclear Quality Assurance	
	NQA000	Nuclear Quality Assurance Generalist/Multidiscipline
	NQA999	Nuclear Quality Assurance - No Applicable Discipline
NRS	Nuclear Plant Radiation Safety	
	NRS000	Nuclear Plant Radiation Safety Generalist/Multidiscipline
	NRS010	Nuclear Plant Health Physics
	NRS020	Radiochemical Control
	NRS030	Nuclear Plant Emergency Preparedness
	NRS999	Nuclear Plant Radiation Safety - No Applicable Discipline
NSA	Nuclear Plant Administrative Support Services	
	NSA000	Nuclear Plant Administrative Support Services Generalist/Multidiscipline
	NSA999	Nuclear Plant Administrative Support Services - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

NST	Nuclear Plant Technical Support Services	
	NST000	Nuclear Plant Technical Support Services Generalist/Multidiscipline
	NST010	Nuclear Plant Licensing
	NST020	Nuclear Plant Operations Procedure Writing
	NST040	Nuclear Plant Performance Improvement
	NST999	Nuclear Plant Technical Support Services - No Applicable Discipline
NTR	Nuclear Plant Training	
	NTR000	Nuclear Plant Training Generalist/Multidiscipline
	NTR010	Nuclear Operations Training - Reactor Operator License
	NTR999	Nuclear Plant Training - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions

Code	Function
AAS	Administrative Services

Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. | *Matching note: [1] Match incumbents responsible for facilities management to the ARE020-Facilities Management Discipline in the ARE-Real Estate and Facilities Function. [2] Incumbents responsible for outsourced services in this Function focus mainly on coordination with the procurement function on developing requirements and criteria for vendor selection, negotiating new vendor contracts and ensuring vendor compliance with contracts for service delivery. [3] Match incumbents who provide general administrative support services to this Function regardless of the department being supported (e.g., match secretarial staff in the AHR-Human Resources Function to this Function) [4] Match incumbents in specialized administrative jobs to the function in which they work (e.g., match HRIS support specialist staff to the AHR150-HRIS Discipline in the AHR-Human Resources Function). [5] Match legal secretaries to the ALS040-Legal Secretarial/Administrative Assistance Discipline.*

Applicable Career Bands

M (Supervisory Management)	P (Professional)	T (Technical Support)
		U (Business Support)

Discipline

AAS000	Administrative Services Generalist/Multidiscipline <ul style="list-style-type: none"> Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function
AAS010	Office/Location/Post and Messenger Services <ul style="list-style-type: none"> Coordinates the administrative activities of an office Evaluates office production and devises alternative methods to improve workflow Oversees opening, sorting and routing of incoming and makes preparations for outgoing correspondence, post, mail and packages; organizes special mailings Coordinates the receipt, storage and issuance of stationery and office supplies; oversees periodic inventories and reorders items as required Acts as the first point of contact for internal facilities issues and logs all maintenance, cleaning and office/location services and refers related issues to the appropriate personnel; negotiates contracts for services such as cleaning and maintenance <i>Matching note: Match messengers to this Discipline and the Business Support Career Band.</i> <i>Matching note: Match office managers responsible for location services such as reception and canteen (i.e., food services) to this Discipline.</i>
AAS011	Clerical <ul style="list-style-type: none"> Performs routine clerical duties, such as filing, tabulating, compiling and/or posting records and photocopying using an array of business software applications such as a word processor or spreadsheet
AAS020	Library/Information Services <ul style="list-style-type: none"> Provides timely delivery of information services, including printed, nonprinted and electronic materials Classifies and catalogues various types of media Conducts research and prepares summaries of findings to requesting personnel Determines the need for and purchases additional source materials and information services May develop and maintain record retention policies, practices and procedures <i>Matching note: Match incumbents responsible for general library and/or computer-based knowledge management systems to this Discipline.</i>
AAS030	Reception/Switchboard <ul style="list-style-type: none"> Greets clients and visitors at front desk Answers incoming calls and typically operates a multi-line telephone system Organizes meeting room, taxi and chauffeur bookings Completes security procedures (e.g., issues badges, ensures proper completion of visitors' log) May perform clerical tasks (e.g., mail distribution, word processing)

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AAS	Administrative Services (continued)
Discipline	
AAS041	Secretarial/Administrative Assistance <ul style="list-style-type: none"> Provides secretarial/administrative support to nonexecutive employees or groups in the organization Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email Maintains files, records, calendars and diaries May arrange business travel, coordinate meeting arrangements, and/or track expenses <i>Matching note: Match secretaries/administrative assistants who indirectly support executives or the CEO (e.g., through more senior executive secretaries/administrative assistants) to this Discipline.</i>
AAS042	Secretarial/Executive Administrative Assistance <ul style="list-style-type: none"> Provides secretarial/administrative support directly to executives (excluding CEO), exercising confidentiality, tact and diplomacy Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc.; may prepare responses to routine correspondence and inquiries Receives, screens and directs incoming calls, visitors, mail and email Maintains files, records, calendars and diaries; typically arranges business travel, coordinates meeting arrangements and tracks expenses Participates in the development and implementation of secretarial standards, policies and practices for the organization <i>Matching note: Match secretaries/administrative assistants who directly support executives excluding the CEO to this Discipline.</i>
AAS043	Secretarial/Administrative Assistance to the Chief Executive Officer <ul style="list-style-type: none"> Provides or leads a full range of secretarial/administrative support to the Chief Executive Officer (CEO) of the organization, exercising confidentiality, tact and diplomacy Communicates directives and information from the CEO to executives, managers and others in the organization and follows up on the status of assignments Receives, screens and directs incoming calls, visitors, mail and email Maintains files, records, calendars and diaries; typically arranges business travel, coordinates meeting arrangements and tracks expenses Participates in the development and implementation of secretarial/administrative standards, policies and practices for the organization <i>Matching note: Match secretaries/administrative assistants who directly support the corporate CEO or subsidiary CEO to this Discipline</i>
AAS500	Energy Technical Documentation Management <ul style="list-style-type: none"> Aggregates, classifies and maintains physical and digital documentation, applying policies and parameters of retention Maintains the flow of technical, administrative and contractual information generated throughout projects consistent with organization standards and customer requirements Compiles and issues technical data books (technical reports) of business units consistent with documentation standards
AAS999	Administrative Services - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Administrative Services Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AAT	Transportation Services and Administration
Provides and administers passenger transportation and vehicle services such as vehicle fleet management, chauffeur services, aircraft management and operations.	
Applicable Career Bands	
M (Supervisory Management)	P (Professional)
	T (Technical Support) U (Business Support) W (Production/Manual Labor)
Discipline	
AAT000	Transportation Services and Administration Generalist/Multidiscipline <ul style="list-style-type: none"> Supports general business operations by providing various transportation and related support activities as a generalist or in a combination of Disciplines in the Transportation Services and Administration Function
AAT010	Vehicle Fleet Management <ul style="list-style-type: none"> Operates and maintains motor vehicles and equipment Schedules and dispatches the organization's vehicles and drivers Prepares reports on inspection findings and ensures proper vehicle maintenance to comply with prescribed safety regulations Develops design specifications for vehicle requisitions May negotiate vehicle and/or equipment purchase terms in coordination with the procurement function
AAT015	Vehicle Maintenance <ul style="list-style-type: none"> Performs preventive maintenance on automobiles and light trucks through vehicle washing and cleaning, oil changes, greasing, and inspection of hoses, belts, fluids and wiring Performs automobile and light truck repairs by disassembling and overhauling engines, transmissions, clutches, rear ends and other assemblies Replaces worn or broken parts, aligns wheels, adjusts brakes, tightens bearings, tunes engines and performs minor body work Performs all work in accordance with established safety procedures and holds appropriate certification as may be required by law Estimates time and material costs on vehicle repairs, and requisitions new parts and equipment
AAT020	Driver/Chauffeur <ul style="list-style-type: none"> Picks up and transports employees or visitors as directed May be the designated driver of a manager or executive within the organization Occasionally picks up and delivers packages
AAT030	Aircraft Management <ul style="list-style-type: none"> Maintains, supplies and staffs all aircraft owned or leased for use by the organization
AAT040	Aviation Operations <ul style="list-style-type: none"> Provides centralized scheduling service, equipment maintenance and crew assignments for all organization aircraft; may utilize computerized scheduling system(s) Coordinates departures and arrivals May coordinate in-flight commissary requirements, customs and immigration paperwork, and ground transportation May hold applicable FAA certification

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AAT	Transportation Services and Administration (continued)
Discipline	
AAT050	Aviation - Pilots <ul style="list-style-type: none">• Pilots or acts as second-in-command in operating the organization's aircraft• Schedules and completes flights as needed to meet the organization's travel requirements
AAT999	Transportation Services and Administration - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Transportation Services and Administration Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AAY	Security
Protects the organization's employees, properties and all items of value on the organization's premises from any preventable harm or danger.	
Applicable Career Bands	
M (Supervisory Management)	P (Professional)
Discipline	
AAY000	Security Generalist/Multidiscipline <ul style="list-style-type: none"> Protects the organization's employees, properties and all items of value on premises from any preventable harm or danger Develops security policies and procedures that comply with government guidelines and standards Conducts investigations to protect organization assets Responds to contingency events, including bomb threats, sabotage and severe weather conditions through on-site security force or with the assistance of government law enforcement agencies Recommends hiring of outside security contractors as necessary and may oversee contract guard force Responsibilities are within the Security Function as a generalist or in a combination of Disciplines
AAY002	Security Armed <ul style="list-style-type: none"> Guards property against damage, fire, theft, trespassing and illegal entry Makes periodic tours around buildings and grounds, examining doors, windows and gates to ensure that they are properly secured Ensures identification of employees or visitors by fingerprinting, photographing, interviewing and preparing badges Investigates disturbances, may serve as a liaison with police and maintains order and safety of personnel in the event of an emergency Holds a valid firearms license and carries a firearm at all times when on duty
AAY003	Security Unarmed <ul style="list-style-type: none"> Guards property against damage, fire, theft, trespassing and illegal entry Makes periodic tours around buildings and grounds, examining doors, windows and gates to ensure that they are properly secured Ensures identification of employees or visitors by fingerprinting, photographing, interviewing and preparing badges Investigates disturbances, may serve as a liaison with police and maintains order and safety of personnel in the event of an emergency
AAY010	Business Continuation <ul style="list-style-type: none"> Develops and implements plans and practices to achieve efficient and effective communication and restoration of operations during emergencies Conducts assessments to identify gaps in business continuity, emergency and disaster recovery plans Develops and tests infrastructure protection strategies and incident response exercises Coordinates disaster recovery initiatives and plans with staff and line functions Develops and coordinates prevention and emergency preparation plans with government safety and security agencies (e.g., police, fire, military)
AAY999	Security - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Security Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code	Function
ACA	Corporate Affairs/Communications
<p>Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives.</p>	
<p>Applicable Career Bands</p> <p>M (Supervisory Management) P (Professional) U (Business Support)</p>	
Discipline	
ACA000	Corporate Affairs/Communications Generalist/Multidiscipline <ul style="list-style-type: none"> Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees Responsibilities are within the Corporate Affairs/Communications Function as a generalist or in a combination of Disciplines
ACA010	Public Relations <ul style="list-style-type: none"> Coordinates media relations and prepares external communications Plans, prepares and relays information concerning the organization to the press and the wider community to gain understanding and acceptance for the organization Develops and maintains lines of communication with media contacts and other external audience groups
ACA020	Community Affairs/Relations <ul style="list-style-type: none"> Develops and maintains a favorable relationship with the surrounding community Develops and coordinates programs to promote good will by disseminating information to the community and soliciting feedback from residents Organizes and supports employee volunteer programs and coordinates with local groups May participate in the organization's charitable giving programs as they affect community initiatives May represent the organization at community gatherings or forums
ACA025	Aboriginal Community Affairs/Relations <ul style="list-style-type: none"> Develops, implements and administers socio-economic policies and programs to ensure effective relationships with aboriginal and native groups, local governments and communities May assist company operating personnel in resolving differences or in addressing complaints involving aboriginal communities
ACA030	Corporate Social Responsibility <ul style="list-style-type: none"> Plans and implements efforts to demonstrate the organization's commitment to sustainability, the environment and social responsibility Coordinates internal and external social responsibility programs and activities with other groups (e.g., Human Resources, Legal, Government Relations, Marketing) Reviews the impact of the organization's social responsibility programs and activities on key stakeholders (e.g., employees, shareholders, communities)
ACA040	Corporate Giving <ul style="list-style-type: none"> Prepares, coordinates and oversees the organization's charitable activities Acts as a liaison with charitable organizations Determines the types of programs available for employee participation Provides information to employees concerning various types of charitable organizations and programs

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ACA	Corporate Affairs/Communications (continued)
Discipline	
ACA050	Regulatory Affairs and Compliance <ul style="list-style-type: none"> • Maintains the organization's ongoing relationships with regulatory commissions/authorities • Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities • Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints • Advances organization positions with internal and external parties • Prepares and sponsors testimony to governmental or regulatory agencies
ACA060	Environmental Affairs and Compliance <ul style="list-style-type: none"> • Develops and implements the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality • Designs and implements programs to ensure healthful and safe working conditions and compliance with all environmental regulations, including clean air and hazardous waste disposal, on the organization's premises • Serves as a liaison with external government environmental agencies • Monitors programs and maintains up-to-date records required by environmental permits to ensure government compliance
ACA063	Personal Data Privacy Compliance <ul style="list-style-type: none"> • Coordinates the development, implementation and administration of policies and procedures to ensure the protection of personal data in compliance with organization and regulatory requirements • Collaborates with Legal and IT departments in order to identify personal data risks and to establish procedures to eliminate these risks • Monitors procedures related to the collection, storage, retrieval and disclosure of personal data • Identifies and follows up on data protection issues that require investigation, resolution and/or legal action • Plans and conducts personal data compliance training programs • May provide professional legal advice regarding personal data privacy
ACA065	Sustainability <ul style="list-style-type: none"> • Plans, implements and maintains the organization's sustainability programs to reduce the use of nonrenewable resources and minimize the environmental impact of operations • Communicates the organization's sustainability vision and program information • Monitors and facilitates progress of sustainability programs consistent with strategies, goals, measurements and reporting standards
ACA070	Government Relations <ul style="list-style-type: none"> • Develops and maintains policies and programs to ensure organizational awareness of government legislation and/or regulatory issues that affect the organization and respond to same • Ensures that the organization's interests are represented and protected in legislative proceedings and in the development of market rules and procedures • Prepares and organizes forums and gatherings with government officials to exchange ideas and information on business activities and potential legislation that may affect the organization • Acts as a resource on regulatory matters with regard to product changes
ACA080	Lobbying <ul style="list-style-type: none"> • Represents the organization to the local and/or national government on proposed legislation that is of vital concern to the organization and customers • Develops and maintains credible and professional relationships with legislatures, government leaders and/or national agencies, their assistants and staff



Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ACA	Corporate Affairs/Communications (continued)
Discipline	
ACA090	Investor Relations <ul style="list-style-type: none"> • Maintains and improves relations and communications between the organization and the investing public, shareholders and financial professionals to enhance the standing of the organization's stock and debt • Develops, maintains and enhances working relationships with institutions in the financial community that hold, or may hold, the organization's stock or debt • Monitors changes and trends in investment markets and determines appropriate strategy
ACA100	Internal/Employee Communications <ul style="list-style-type: none"> • Develops and coordinates lines of communication within the organization among employees • Implements policies and programs to increase employee awareness and knowledge of activities affecting employees
ACA140	Localization/Translation Services <ul style="list-style-type: none"> • Translates written material (e.g., newsletters, brochures, manuals, website content) in support of the organization's communications strategies • Ensures content accuracy and style interpretation of translations in accordance with the organization's editorial and style guidelines • Ensures that graphic images, symbols and colors are acceptable with local cultural and language standards while adhering to the organization's stylistic guidelines
ACA500	Economic Development <ul style="list-style-type: none"> • Formulates, plans and implements community and business development programs to improve the economies of the organization's service territories by attracting, expanding and retaining industries • Works with community and government leaders to develop programs that attract new industry and expand existing industry within the service territory • Responds to business development inquiries by prospective companies and institutions with technical data presentations on the area's industrial facilities and community infrastructure resources • Meets with domestic and international prospects to encourage locating within the service area and presents potential site locations and rate packages
ACA999	Corporate Affairs/Communications - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Corporate Affairs/Communications Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code	Function
ACD	Strategic Planning/Corporate Development
Develops the organization's strategic plan(s) to ensure its continued successful growth and profitability. Conducts environmental scans, organization positioning analyses and other studies. Identifies, investigates, evaluates and negotiates acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals.	
Applicable Career Bands  (Supervisory Management)  (Professional)	
Discipline	
ACD000	Strategic Planning/Corporate Development Generalist/Multidiscipline <ul style="list-style-type: none"> • Performs strategic planning and corporate development • Develops the organization's strategic plan(s) to ensure its continued successful growth and profitability • Identifies, investigates, evaluates and negotiates acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals • Responsibilities are within the Strategic Planning/Corporate Development Function as a generalist or in a combination of Disciplines
ACD010	Strategic Planning <ul style="list-style-type: none"> • Develops the organization's strategic plan(s) to ensure its continued successful growth and profitability • Conducts environmental scans, organizational positioning analyses and other studies • Coordinates input from all major business units to facilitate the integration of individual business unit plans with the corporate plan • May conduct or facilitate periodic reviews of achievements and performance vs. strategic plans
ACD016	Digital Strategy <ul style="list-style-type: none"> • Researches, brainstorms and proposes the introduction of digital products, services and/or e-business platforms • Defines scope, cost and benefits of digital initiative • Maintains in-depth knowledge of current and emerging digital technology • Oversees the implementation of new digital e-business options and ensures the growth of revenues and productivity savings through the implementation of digital business initiatives • Ensures all digital outlets are up-to-date and optimizes the user experience • Monitors the organization's digital options across its target markets to ensure consistency and alignment with the organization's digital strategy
ACD018	Change Management/Organizational Effectiveness <ul style="list-style-type: none"> • Carries out projects in relation to a major activity, such as aligning two organizations following a merger or acquisition, the sale of a large part of the organization, a cultural/strategic change of direction, or the ongoing improvement of effectiveness and efficiency of the organization • Manages the change process by ensuring the achievement of projects to time, cost and specification • May use tools such as Lean Business, Six Sigma or equivalent methodologies
ACD020	Corporate Development and Licensing Generalist/Multidiscipline <ul style="list-style-type: none"> • Performs corporate development and licensing in a combined role • Identifies, investigates, evaluates and negotiates acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals • Conducts financial feasibility studies and appropriate due diligence to ensure the reliability of information provided by third parties • Develops proposals for new business and licensing opportunities in both new and existing markets • Identifies, analyzes and compares alternative opportunities for entering new markets and adopting new technologies

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ACD	Strategic Planning/Corporate Development (continued)
Discipline	
ACD030	Corporate Development <ul style="list-style-type: none"> Plans and executes strategies to meet organization's long-range goals including acquisitions/divestitures and strategic business alliances Evaluates and develops new market initiatives and analyzes business opportunities in both new and existing markets Develops proposals, including feasibility studies, for new business opportunities Identifies, analyzes and compares alternative opportunities for entering new markets and adopting new technologies
ACD040	Licensing <ul style="list-style-type: none"> Identifies, investigates, analyzes and negotiates licensing opportunities to grant or receive permission to use intellectual property rights, including trademarks, patents or technology Engages in the transfer, use, development, manufacture and marketing of intellectual property; may participate in contract negotiations for licensing opportunities Typically maintains portfolios of patents held by the organization
ACD050	Mergers and Acquisitions <ul style="list-style-type: none"> Identifies, researches, analyzes, makes recommendations and negotiates potential mergers, acquisitions and divestitures to support the organization's growth objectives Makes recommendations regarding the impact of possible mergers, acquisitions and divestitures on the organization's profitability Conducts appropriate due diligence to ensure the reliability of information provided by potential acquisition targets
ACD060	Strategic Alliances <ul style="list-style-type: none"> Identifies, investigates, analyzes, negotiates and forms third-party strategic alliances to create mutually beneficial business partnerships/arrangements Negotiates terms that maintain the organization's brand integrity and value while leveraging alliance partners' resources Creates and executes partnership terms and collaborates with partners to present a unified solution to mutual clients Coordinates communications with alliance partners and ensures all deliverables are met according to the partnership agreements
ACD500	Power Generation Business Development <ul style="list-style-type: none"> Analyzes project portfolio, competitive landscape and external market to identify potential power generation development leads Conducts financial analysis/due diligence and prepares documents required to secure approval for developing new and/or acquiring power generation assets Negotiates terms of agreement for developing power generation projects Collaborates with internal and external resources (legal, tax, accounting) to negotiate, structure and secure financing for power generation development projects Typically works on multiple projects/deals simultaneously
ACD999	Strategic Planning/Corporate Development - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Strategic Planning/Corporate Development Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AEM	Data Analytics/Business Intelligence and Data Science
<p>Develops, analyzes and models operational, economic, management, accounting and other organizational data. Recommends solutions to new and complex problems, develops innovative strategies, quantifies the competitive performance of the organization's operations and/or markets, evaluates the potential impact of changes and reports on economic forecasts that affect the industry.</p>	
<p>Applicable Career Bands</p> <p>M (Superiority Management) P (Professional)</p>	
Discipline	
AEM000	Data Analytics/Business Intelligence and Data Science Generalist/Multidiscipline <ul style="list-style-type: none"> • Develops, analyzes and models operational, economic, management, accounting and other organizational data to quantify the competitive performance of business segments, evaluate potential operational changes, and design new approaches and methodologies • Analyzes organizational data to recommend solutions to new and complex problems, develops innovative strategies, quantifies the competitive performance of the organization's operations and/or markets; models and evaluates the potential impact of changes • Applies and integrates statistical, mathematical, predictive modeling and business analysis skills to manage and manipulate complex high volume data from a variety of sources
AEM010	Economics <ul style="list-style-type: none"> • Collects and analyzes economic data on economic conditions that affect the organization's industry (e.g., inflation, national debt) for use in studies and reports to management • Prepares reports discussing economic forecasts and their impact on the industry and the organization • Provides advice on a variety of economic issues
AEM050	Predictive Analytics/Business Intelligence <ul style="list-style-type: none"> • Analyzes large quantities of data and develops reports on the overall performance of business segments; develops metrics to measure various characteristics of the business • Combines a good level of understanding on how the business operates with analytical ability to sift effectively through data available, overlaying all this with the technical competency to illustrate this analysis to senior level stakeholders and the wider business • Models advanced methods of combining charts, maps, timelines and infographics into comprehensible dashboards; may create visualizations of complex relationships and big data sets in a user-friendly and easy-to-understand way to facilitate business decision making
AEM060	Data Science <ul style="list-style-type: none"> • Applies and integrates statistical, mathematical, predictive modeling and business analysis skills to manage and manipulate complex high volume data from a variety of sources • Develops and maintains infrastructure systems that connect internal data sets; creates new data collection frameworks for structured and unstructured data
AEM999	Data Analytics/Business Intelligence and Data Science - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Data Analytics/Business Intelligence and Data Science Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AEO	Business Operations Analysis
<p>Prepares operations analyses, including analysis of competitors, operational effectiveness and capacity utilization. Analyzes, plans, conducts and/or prepares plans or procedures that provide operational and/or technical support to business operations to achieve specific objectives. Maintains an ongoing interface with various organizational and regional groups in areas such as decision analysis, technical needs, planning and execution.</p>	
<p>Applicable Career Bands</p> <p>M (Supervisory Management) P (Professional)</p>	
Discipline	
AEO000	<p>Business Operations Analysis Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Prepares operations analyses, including analysis of competitors, operational effectiveness and capacity utilization, and makes recommendations for improvement • Develops process analyses, designs and simulations • Requires a solid understanding of the organization's business operations and industry and possesses strong analytical skills • Provides statistical information to ensure the most effective utilization of personnel, equipment and materials for electric and/or gas operations • Performs analyses of the operation's cost elements to ensure effective and efficient operations • May track, maintain and provide current information on the operation's business scorecard
AEO999	<p>Business Operations Analysis - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Business Operations Analysis Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code	Function
AFB	Accounting
Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.	
Applicable Career Bands	
M (Supervisory Management)	P (Professional)
Discipline	
AFB000	Accounting Generalist/Multidiscipline <ul style="list-style-type: none"> Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets Responsibilities are within the Accounting Function as a generalist or in a combination of Disciplines
AFB010	General Accounting <ul style="list-style-type: none"> Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles Provides financial support, including forecasting, budgeting and analyzing variations from budget Analyzes and prepares statutory accounts, financial statements and reports Conducts or assists in the documentation of accounting projects
AFB015	Systems Accounting <ul style="list-style-type: none"> Performs detailed review, design, development and implementation of accounting systems (both manual and computerized), systems documentation and procedures/instructions Possesses accounting knowledge and works closely with accountants Plays a key role in ensuring systems operate effectively
AFB020	Financial Reporting <ul style="list-style-type: none"> Prepares and distributes periodic financial statements for users other than those directly employed by the organization Ensures all reports and disclosures comply with applicable government regulations, professional standards and organization policies Prepares consolidation journal entries, eliminates intercompany transactions and consolidates divisional and subsidiary financial accounts in a timely and accurate basis for inclusion in internal and external financial statements
AFB025	XBRL (eXtensible Business Reporting Language) Coordination <ul style="list-style-type: none"> Coordinates tagging financial statements and notes in XBRL for electronically transmitting documents to government and stock exchanges for regulatory reporting Applies standard taxonomies and creates customized taxonomies for financial statements, footnotes and financial statement schedules Reviews and documents XBRL data tagging to ensure consistency and accuracy in the financial reporting
AFB030	Accounting Policy and Research <ul style="list-style-type: none"> Conducts extensive research regarding the impact to financial statements of potential changes to accounting rules proposed by accounting standards setters and advises senior management regarding same Develops, implements and communicates new policies and processes to comply with newly issued accounting standards Provides accounting guidance related to proposed transactions to ensure conformity with local country Generally Accepted Accounting Principles, International Financial Reporting Standards, and company policies and procedures Ensures that relevant accounting standards are appropriately and consistently applied

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFB	Accounting (continued)
Discipline	
AFB035	Joint Venture Accounting <ul style="list-style-type: none"> • Maintains records of company-operated and non-operated production volumes and joint interest revenues • Ensures accuracy of calculations and appropriate allocation of joint venture revenue and expenses splits • Ensures appropriate billing and collection of partner accounts
AFB040	Cost Accounting <ul style="list-style-type: none"> • Prepares, records, analyzes and reports on the cost of producing the organization's products and services • Analyzes capital budget requests • Maintains ledgers and financial statements
AFB050	Bookkeeping/Account Maintenance <ul style="list-style-type: none"> • Performs bookkeeping, data entry and verification procedures • Prepares and maintains records of amounts owed or receivable
AFB060	Accounts Payable/Receivable <ul style="list-style-type: none"> • Prepares, records, verifies, analyzes and reports accounts payable/receivable transactions • Pays vendor invoices and receives and posts customer payments on a timely basis • Maintains and reconciles accounts payable/receivable ledger accounts, financial statements and reports • Prepares analyses and reconciliations of bill runs to detect fraud • Ensures that transaction entry verification procedures are followed • May prepare and deliver low-volume customer billing and respond to resulting queries
AFB070	Payroll <ul style="list-style-type: none"> • Prepares, documents and disburses payroll checks, payroll taxes and employee benefit payments • Evaluates current systems, and recommends and develops operating efficiency improvements • Monitors and ensures proper documentation of employee benefit payments • Prepares reports illustrating payroll expenditures, including such items as tax payments and benefit plan disbursements
AFB999	Accounting - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Accounting Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFC	Credit and Collections
Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers. Negotiates and advises on collection of overdue bills and takes appropriate action to recover overdue payments.	
Applicable Career Bands	
M (Supervisory Management)	P (Professional) U (Business Support)
Discipline	
AFC000	Credit and Collections Generalist/Multidiscipline <ul style="list-style-type: none"> Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers Investigates credit applications and approves applications within established guidelines for companies and individuals Liaises with corporate customers and other departments to resolve credit problems May collect and negotiate terms of payment on overdue accounts Responsibilities are within the Credit and Collections Function as a generalist or in a combination of Disciplines
AFC010	Credit <ul style="list-style-type: none"> Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers Investigates credit applications and approves applications within established guidelines for companies and individuals Liaises with corporate customers and other departments to resolve credit problems May collect and negotiate terms of payment on overdue accounts
AFC020	Collections <ul style="list-style-type: none"> Collects and negotiates terms of payment on overdue accounts with corporate and individual clients Conducts investigations and collection activities from an office or in the field
AFC030	Call Center Collections <ul style="list-style-type: none"> Makes a high volume of telephone calls to customers regarding the collection of delinquent accounts due to the organization for goods and/or services rendered Determines the reason for the delinquent account and arranges terms of Deferred Payment Arrangement (DPA) Performs the necessary follow-up with customers who have not met the terms of the DPA May refer certain accounts to collection agencies
AFC999	Credit and Collections - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Credit and Collections Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code	Function
AFT	Financial Analysis and Tax
Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities.	
Applicable Career Bands	
Middle Management	Professional
Discipline	
AFT000	Financial Analysis and Tax Generalist/Multidiscipline <ul style="list-style-type: none"> Performs a variety of financial activities Develops and evaluates financial plans and policies Responsibilities are within the Financial Analysis and Tax Function as a generalist or in a combination of Disciplines
AFT010	Financial Analysis <ul style="list-style-type: none"> Performs economic research and studies of rates of return, depreciation and investments Analyzes profit-and-loss income statements and prepares reports and recommendations to management Generates forecasts and analyzes trends in sales, finance and other areas of business Researches economic progressions to assist the organization's financial planning Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc.
AFT012	Pension Trust Investments <ul style="list-style-type: none"> Oversees and analyzes pension trust funds for the organization (e.g., qualified and non-qualified pension plans, 401(k) funds) in collaboration with legal, actuarial, accounting and investment professionals Conducts research (e.g., asset/liability and asset allocation studies) Recommends and implements investment strategies Analyzes and reports on investment results
AFT020	Budget Analysis <ul style="list-style-type: none"> Compiles and reviews the budgets for corporate departments, taking into consideration actual performance, previous expenditures, and estimated expenses and income Maintains accurate spending records and establishes measures for budgetary control
AFT030	Treasury Operations <ul style="list-style-type: none"> Performs treasury operations involving cash funds, foreign exchange, debt and capital management Provides analytical and technical support to treasury-related activities
AFT035	Structured Finance Borrowing <ul style="list-style-type: none"> Prepares/analyzes proposals, including the development of cash flow models, to borrow money to finance business investment projects Leads the borrowing process, including negotiating finance contracts and loan documentation through closing the loan Establishes and maintains banking/lending relationships, and serves as the organization's representative to the commercial and capital finance markets Monitors existing projects for potential refinancing opportunities to increase profit
AFT040	Corporate/Financial Planning <ul style="list-style-type: none"> Supports corporate planning by conducting analyses of competitors, operational effectiveness and capacity utilization May research, evaluate and analyze prospective mergers, acquisitions and divestitures

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFT	Financial Analysis and Tax (continued)
Discipline	
AFT050	Tax Reporting and Compliance <ul style="list-style-type: none"> • Prepares and maintains tax records, returns, reports and other related materials • Participates in the development and implementation of tax strategy • Devises legal means to minimize tax liability using thorough knowledge of tax laws and regulations • Recommends alternative tax treatments to alleviate or reduce tax burden
AFT060	Tax Planning and Research <ul style="list-style-type: none"> • Conducts research and analyses of existing and upcoming tax legislation (domestic and/or international) to support the organization's planning and strategy • Conducts research as necessary to advise management of the tax implications resulting from projected organizational actions
AFT080	Insurance Risk <ul style="list-style-type: none"> • Develops, recommends and administers risk management and loss prevention programs, such as property and casualty insurance and product liability service (excluding insured employee benefit plans), to attain maximum protection at the most economical rates
AFT090	Rates <ul style="list-style-type: none"> • Develops, analyzes, revises and administers the organization's tariff schedules • Compiles, studies and maintains rate, revenue, load and customer data to assess the effectiveness of current tariff schedules and rules, and develops proposals to change the organization's existing rates and rules • Typically found in regulated telecommunications, electric and/or gas utility organizations
AFT500	Joint Interest <ul style="list-style-type: none"> • Responsible for all financial and technical activities related to partner-operated facilities; liaises with partners on company-operated facilities • Evaluates joint venture operations and performance to ensure contract compliance
AFT999	Financial Analysis and Tax - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Financial Analysis and Tax Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFU	Audit and Financial/Business Controls
Designs, develops and implements the organization's audit program for accounting and financial control systems.	
Applicable Career Bands	
M (Supervisory Management)	P (Professional) Q (Business Support)
Discipline	
AFU000	Audit and Financial/Business Controls Generalist/Multidiscipline <ul style="list-style-type: none"> Ensures the effectiveness of internal controls in compliance with corporate objectives and government standards such as the Sarbanes-Oxley Act (SOX) or the 8th Company Law Directive Reviews, evaluates, develops, implements, maintains and verifies internal and business controls for processes, systems, financial statements, journals and reports in accordance with internal auditing and government-mandated standards Identifies internal control gaps in business procedures, processes or systems and initiates appropriate remedial action Ensures that documentation for all processes across the organization is reviewed and updated periodically May coordinate with external auditors to prepare the attestation of management assessment on internal controls in accordance with Section 404 of the Sarbanes-Oxley Act Responsibilities are within the Audit and Financial/Business Controls Function as a generalist or in a combination of Disciplines
AFU010	General Audit <ul style="list-style-type: none"> Develops, plans and evaluates internal audit programs for the organization's accounting and statistical records and the activities of various departments to ensure compliance with the organization's policies, procedures and standards Determines proper accountability of assets Audits accounting records of contract agreements in which the organization is involved Prepares reports for management on the results of audits, providing recommendations on improvements Interfaces with and assists outside auditors to expedite their work
AFU020	IS Audit <ul style="list-style-type: none"> Develops, directs, plans and evaluates internal audit programs for the organization's information systems and related procedures to ensure compliance with the organization's policies, procedures and standards Audits information systems applications to ensure that appropriate controls exist and that information produced by the system is accurate Advises others on information systems, internal controls and security procedures Prepares reports and recommendations for management on the results of information systems audits
AFU030	Business Ethics and Compliance <ul style="list-style-type: none"> Designs, develops, implements and promotes awareness of the organization's business ethics policies Monitors the organization's standards of conduct and ethical relationships with customers, contractors, suppliers, employees and the communities in which business is conducted Investigates allegations of unethical activity and develops safeguards to eliminate future breaches of the organization's ethics policies

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFU	Audit and Financial/Business Controls
Discipline	
AFU040	Fraud (Prevention) <ul style="list-style-type: none">• Develops, implements and monitors strategies/systems for the minimization of fraud across the portfolio of the organization's interests, activities and services• Liaises with clients and external parties to monitor and resolve fraud issues• Ensures prevention strategies are effectively implemented• Focuses on prevention of fraudulent activity, particularly through knowledge and development of systems• Keeps up-to-date with legislative and guidance changes
AFU999	Audit and Financial/Business Controls - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Audit and Financial/Business Controls Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFY	Risk Management
Develops, recommends and implements controls and cost-effective approaches to minimize the organization's risks effects. Identifies and analyzes potential sources of loss to minimize risk and estimates the potential financial consequences of an occurring loss.	
Applicable Career Bands	
M (Supervisory Management)	P (Professional)
Discipline	
AFY000	Risk Management Generalist/Multidiscipline <ul style="list-style-type: none"> Identifies and analyzes potential sources of loss to minimize risk Estimates the potential financial consequences of an occurring loss Develops and implements controls and cost-effective approaches to minimize the organization's risks Assesses and communicates information regarding business risks with functions across the organization
AFY999	Risk Management - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Risk Management Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AGS	Geosciences

Plans, schedules and coordinates detailed phases of various geological/geophysical assignments requiring expertise in a specific aspect of the scientific principles to understand the Earth such as location of mineral and energy resources. Participates in generation, evaluation, development and proposal of exploration plays. Applies expertise in various subfields that may include mineralogy, petrology, stratigraphy, structural geology, paleontology, sedimentology, earth surface processes (geomorphology), glacial geology and environmental geology - as well as geophysics, geochemistry, hydrogeology, paleoclimatology, paleoecology, engineering geology and remote sensing.

Applicable Career Bands

M (Supervisory Management)

P (Professional)

T (Technical Support)

Discipline

AGS000	Geosciences Generalist/Multidiscipline <ul style="list-style-type: none"> Plans, schedules and coordinates detailed phases of various geological/geophysical assignments requiring expertise in a specific aspect of the scientific principles to understand the Earth such as location of mineral and energy resources Participates in generation, evaluation, development and proposal of exploration plays Applies expertise in various subfields that may include mineralogy, petrology, stratigraphy, structural geology, paleontology, sedimentology, earth surface processes (geomorphology), glacial geology and environmental geology - as well as geophysics, geochemistry, hydrogeology, paleoclimatology, paleoecology, engineering geology and remote sensing
AGS010	Geology <ul style="list-style-type: none"> Surveys physical geological data Identifies and classifies minerals and rocks Identifies relationships between types of rocks, rock structures, geological processes of running water, subsurface water, glaciation, wind, waves and landform evolution Surveys physical geological data Identifies and classifies minerals and rocks
AGS020	Geophysics <ul style="list-style-type: none"> Utilizes geological data for exploration and development purposes May execute geophysical field studies as well as interpret the acquired data
AGS999	Geosciences - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Geosciences Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AHR	Human Resources
<p>Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends.</p>	
<p>Applicable Career Bands</p> <p>M (Supervisor Management) P (Professional) U (Unskilled Support)</p>	
Discipline	
AHR000	<p>HR Generalist/Consultant Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Designs, implements and monitors a variety of human resource programs • Anticipates and plans for long-term human resource needs and trends in partnership with business management • Responsibilities are within the Human Resources Function as a generalist or in a combination of Disciplines
AHR010	<p>Compensation and Benefits Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Plans, designs, evaluates and administers employee compensation and benefit programs such as salaries, short- and long-term incentives, job evaluations, performance appraisals, retirement plans, and life, health and disability insurance
AHR020	<p>Compensation Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Develops, implements and administers compensation such as salaries, short- and long-term incentives, job evaluations, performance appraisals, salary increases and salary surveys • May provide services in Executive Compensation, International Compensation, Sales Compensation and other specialized areas of compensation
AHR060	<p>Benefits</p> <ul style="list-style-type: none"> • Develops, implements and administers cost-effective benefits programs such as pension plans and life, health and disability insurance
AHR070	<p>Pension Plan Administration</p> <ul style="list-style-type: none"> • Administers pension plans, either internally or through an outsourced service, including check distribution, recordkeeping, and responding to employee requests according to established policies and procedures • Assists in preparing reports to management on the status of pension activities
AHR090	<p>Employee/Labor Relations Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Coordinates employee and labor relations programs to ensure compliance with policies and practices • Represents the organization in contract negotiations with labor unions • Administers collective bargaining agreements and grievances • Develops and implements policies and procedures, including grievance procedures and exit interviews • Resolves employee questions, concerns and grievances
AHR105	<p>Employee Assistance Program Administration</p> <ul style="list-style-type: none"> • Develops, implements, maintains, administers and communicates the organization's Employee Assistance Program • Investigates, evaluates and recommends the use of specific outside treatment and counseling facilities • Develops and conducts training and educational seminars for employees and management • May counsel employees on the treatment and resolution of medical or behavioral issues affecting job-related or personal problems • May be required to hold the appropriate governmental license, certification or clinical counseling experience

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AHR	Human Resources (continued)
Discipline	
AHR110	Diversity/Equal Employment Opportunity Generalist/Multidiscipline <ul style="list-style-type: none"> • Develops, implements and evaluates diversity/equal employment opportunity (EEO) and affirmative action programs to ensure compliance with government legislation and organization goals • Provides training and coaching for employees and managers on diversity issues • Determines the efficiency and effectiveness of the EEO data system • Prepares employment trend reports related to the utilization of the job market in employment practices • Recommends improvements in recruitment and employee programs to ensure compliance with diversity/EEO goals and regulations
AHR120	Organization Development <ul style="list-style-type: none"> • Analyzes the organizational structure, determines changes to organizational responsibilities, staffing, managerial skills and the quality of work life • Ensures policy/program changes affecting employees do not conflict with the organization's objectives
AHR122	Workforce Analytics <ul style="list-style-type: none"> • Applies and integrates advanced and predictive analysis, people metrics and reporting to develop strategic and operational insights for workforce decision-making (e.g., staffing, learning and development, talent management, diversity and human resource compliance) • Assesses organizational staffing and identifies requirements and solutions to meet workforce objectives
AHR130	Employee Development/Training Generalist/Multidiscipline <ul style="list-style-type: none"> • Develops, implements and evaluates employee development plans and programs to support organizational needs as a generalist or in a combination of Disciplines such as management development, talent management, succession planning, technical or nontechnical training, or e-learning • Monitors employee development and training programs, assesses needs and results, develops new programs and modifies existing programs
AHR131	Employee Development/Talent Management <ul style="list-style-type: none"> • Identifies and develops talents of employees based upon current and future business objectives • Identifies required skills within the organization and develops training and procedures to ensure the current skills remain within the organization
AHR134	Technical Training <ul style="list-style-type: none"> • Develops and implements training activities directed at both employee competencies and technical skills • Collaborates with other functions (e.g., Engineering, Operations, Maintenance) to ensure that course materials reflect current specifications and to obtain information on new processes and equipment • May visit work locations to confirm effectiveness of technical training programs
AHR140	Recruitment Generalist/Multidiscipline <ul style="list-style-type: none"> • Sources, recruits, screens, interviews and recommends external and/or internal candidates for all level jobs, including entry level, experienced professional/technical, IT, support staff and hourly, and possibly management • May utilize the services of employment agencies • Places employment ads in appropriate sources, including the Internet and print media • Ensures the maintenance of accurate and concise records and reports concerning all phases of the recruitment process, including EEO statistics • May recruit from colleges, technical schools and job fairs

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AHR	Human Resources (continued)
Discipline	
AHR150	Human Resources Information Systems <ul style="list-style-type: none">• Processes the organization's human resource information using the most efficient and cost-effective computer systems and applications• Researches, analyzes, designs and maintains information systems in support of human resource administration and projects• Monitors HR information needs and designs new or modifies existing systems to meet changing requirements
AHR160	HR Service Center <ul style="list-style-type: none">• Provides centralized human resource services spanning payroll, benefits and other transactions• Ensures efficiency of service center operations, technology and transaction processes• Establishes standards and procedures for handling employee questions, transactions and administration of human resource programs• Coordinates services with the human resource information systems, human resource program managers and technology specialists
AHR999	Human Resources - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Human Resources Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AHS	Environmental Health and Safety
<p>Designs, develops, implements and oversees the organization's environmental health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations.</p>	
<p>Applicable Career Bands</p> <p>M (Supervisory Management) P (Professional) T (Technical Support)</p>	
Discipline	
AHS000	Environmental Health and Safety Generalist/Multidiscipline <ul style="list-style-type: none"> • Designs, develops, implements and oversees the organization's environmental, health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations • Responsibilities are within the Environmental Health and Safety Function as a generalist or in a combination of Disciplines
AHS010	Environmental Science <ul style="list-style-type: none"> • Develops and implements programs to ensure that environment regulatory obligations are fulfilled in a cost-effective manner and that environmental risks are effectively managed • Analyzes and maintains detailed records of pollutant concentrations in air, water, plant and soil samples • Assists field locations in pollution prevention and waste minimization programs through periodic monitoring and technical guidance • Conducts research on the degradation of pollutants in the environment, including streams, sediments and groundwater • Maintains detailed records and prepares related reports and studies for submission to regulatory agencies
AHS020	Environmental Remediation <ul style="list-style-type: none"> • Ensures that sites contaminated with hazardous waste and production by-products are cleaned up in accordance with government regulations • Takes responsibility for site investigations, operation of treatment systems and soil/groundwater sampling • Plans, develops and executes remediation project(s) using appropriate methods, technologies and personal protective equipment to minimize the potential for catastrophic releases of, or exposure to, toxic, reactive, flammable or explosive chemicals during the remediation • Determines which neutralization and/or cleaning agents are used and their methods of application and containment • Collects, handles and contains waste from decontamination processes; may be responsible for waste repositories (e.g., landfills)
AHS050	Safety <ul style="list-style-type: none"> • Conducts safety audits of buildings, facilities, tools and equipment • Determines safety training requirements and provides employees with safety training applicable to their work processes • Investigates accidents to determine the root cause, circumstances and contributing factors • Develops recommendations and follow-up to prevent accident recurrence • Maintains comprehensive knowledge of government safety regulations
AHS080	Medical Services - Medical Doctor <ul style="list-style-type: none"> • Provides professional medical care for the comfort and well-being of employees, including examinations and treatments • Develops preventive health care programs

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AHS	Environmental Health and Safety (continued)
Discipline	
AHS090	Medical Services - Nursing <ul style="list-style-type: none">• Provides professional nursing care for the comfort and well-being of employees and assists physicians during examinations and treatments• Administers prescribed medications and changes dressings• Prepares and maintains patient clinical records• Develops preventive health care programs• May maintain established inventory levels for medicines, supplies and equipment
AHS100	Medical Services - Nonmedical Degree <ul style="list-style-type: none">• Supports doctors and nurses providing medical care for the comfort and well-being of employees• Prepares and maintains patient clinical records• Develops preventive health care programs• May maintain established inventory levels for medicines, supplies and equipment
AHS999	Environmental Health and Safety - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Environmental Health and Safety Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code	Function
AID	IT Development
<p>Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions.</p>	
<p>Applicable Career Bands</p> <p>M (Superior Management) P (Professional) T (Technical Support)</p>	
Discipline	
AID000	<p>IT Development Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure • Reviews system requirements and business processes; codes, tests, debugs and implements software solutions • Responsibilities are within the IT Development Function as a generalist or in a combination of Disciplines
AID010	<p>Application Development</p> <ul style="list-style-type: none"> • Provides application software development services typically in a defined project • Develops program logic for new applications or analyzes and modifies logic in existing applications • Codes, tests, debugs, documents and implements software applications • Analyzes requirements, tests and integrates application components • Ensures that system improvements are successfully implemented
AID015	<p>Internet/Web Application Development</p> <ul style="list-style-type: none"> • Designs and develops primarily Internet/web pages and applications such as e-commerce and content-driven websites • Codes, tests, debugs, documents and implements web applications using a variety of languages and platforms such as HTML, Java, PHP, JSP, Python, AJAX, JavaScript, ASP, CGI, Perl, XML • Develops proof-of-concepts and prototypes of easy-to-navigate user interfaces (UI) that consist of web pages with graphics, icons and color schemes that are visually appealing • Ensures that applications are compatible across multiple computing platforms and browsers • May require familiarity with streaming media concepts and techniques, including digital video and audio compression standards such as MP3, WAV and MPEG • May also involve responsive web design techniques
AID020	<p>Business Systems Analysis</p> <ul style="list-style-type: none"> • Acts as a liaison between the IT development group and business units for the development and implementation of new systems and enhancement of existing systems • Evaluates new applications and identifies systems requirements • Evaluates new IT developments and evolving business requirements and recommends appropriate systems alternatives and/or enhancements to current systems • Prepares communications and makes presentations on system enhancements and/or alternatives
AID030	<p>IT Architecture (Systems Design)</p> <ul style="list-style-type: none"> • Designs and develops IT architecture (integrated process, applications, data and technology) solutions to business problems in alignment with the enterprise architecture direction and standards • Performs technical planning, architecture development and modification of specifications • Develops specifications for new products/services, applications and service offerings • Assesses the compatibility and integration of products/services proposed as standards in order to ensure an integrated architecture across interdependent technologies

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AID	IT Development (continued)
Discipline	
AID040	Systems Software Development <ul style="list-style-type: none"> • Designs, develops, tests, debugs and implements operating systems components, software tools and utilities • Determines systems software design requirements • Ensures that system improvements are successfully implemented and monitored to increase efficiency • Generates systems software engineering policies, standards and procedures
AID050	Software Quality Assurance and Testing <ul style="list-style-type: none"> • Conducts a wide range of quality control tests and analyses to ensure that software meets or exceeds specified standards and end user requirements • Drafts, revises and approves test plans and scripts to ensure alignment with standards and IT strategy • Creates test data files with valid and invalid records to thoroughly test program logic and verify system flow • Coordinates with users to plan user acceptance testing, alpha and beta testing • Ensures that system tests are successfully completed and documented and all problems are resolved
AID055	Application Development Support <ul style="list-style-type: none"> • Maintains, integrates and implements software applications within the organization • Coordinates software application testing, quality assurance, configuration, installation and support to ensure smooth, stable and timely implementation of new software and updates to installed applications • Ensures proper controls are established and maintained over test and production systems and software source code
AID060	Database Design and Analysis <ul style="list-style-type: none"> • Analyzes, designs, creates and implements databases, including data models, logical and physical databases, data dictionaries and schemas, access methods, device allocations, validation checks, organization and security • Develops and implements database recovery plans and procedures • Develops and implements database analysis and development policies, standards and procedures • Collaborates with database software vendors and external technical support on issues such as software upgrades, problems and potential solutions
AID070	Database Warehousing/Mining <ul style="list-style-type: none"> • Creates data warehouses (very large databases, usually loaded from transaction and Enterprise Resource Planning systems, to support decision making in an organization) and/or data marts (a subset of a data warehouse for a single department or function) • Designs, develops and implements data mining tools and analyses to sift through large amounts of data stored in a data warehouse or data mart to find relationships and patterns
AID080	Network Architecture Design <ul style="list-style-type: none"> • Plans, researches, evaluates, designs and develops network systems by applying engineering, hardware and software design theories and principles to develop a compatible system infrastructure in line with organization strategies
AID090	Network Planning and Implementation <ul style="list-style-type: none"> • Researches networking requirements; prepares detailed architectural and installation plans • Conducts internal studies of network performance and traffic analysis • Researches problems, conducts cable and equipment installations, and evaluates new technologies

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AID	IT Development (continued)
Discipline	
AID100	Enterprise Resource Planning <ul style="list-style-type: none"> • Configures, implements, maintains and upgrades enterprise resource planning (ERP) application modules (e.g., Human Resources, Finance, Supply Chain Management) • Analyzes user requirements to determine ERP system configuration and customization • Provides ongoing ERP system support • May participate in defining requirements and selecting software vendors
AID110	IS and Cyber Security Development <ul style="list-style-type: none"> • Designs, develops, implements and troubleshoots various information system (IS) and cyber security software • Develops, tests and validates solutions to remediate exploitable conditions on devices such as web servers, mail servers, routers, firewalls and intrusion detection systems • Evaluates, codes and implements software fixes (patches) to address system vulnerabilities such as malicious code (e.g., viruses), system exploitation using SQL injection, cross-site scripting, buffer overflows, parameter tampering, hidden field manipulation, cookie poisoning and web services manipulation • Conducts security assessments of systems and applications using penetration tests, ethical hacking tools and risk assessment/mediation methodologies to evaluate vulnerabilities
AID999	IT Development - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the IT Development Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code	Function
AIT	IT Administration
Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware.	
Applicable Career Bands M (Supervisor/Management) P (Professional) T (Technical Support)	
Discipline	
AIT000	IT Administration Generalist/Multidiscipline <ul style="list-style-type: none"> Administers the IT infrastructure within an organization, including the physical network (e.g., LANs/WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle) Responsibilities are within the IT Administration Function as a generalist or in a combination of Disciplines
AIT010	Computer Systems Administration <ul style="list-style-type: none"> Configures, installs, maintains and upgrades computer systems hardware and software Administers and maintains security of operating systems Restores files or systems by designing, writing and implementing back-up procedures Provides operational support for the organization's information systems and peripheral equipment such as application servers, database servers, web servers, desktops, printers and storage devices Performs recovery procedures, scheduling and back-ups and monitors batch processes
AIT015	Website Administration <ul style="list-style-type: none"> Plans and administers web systems hardware and operating system server software, including web server setup and implementation Maintains and monitors website functionality (e.g., links, calculators, news feeds) and website security Conducts performance monitoring, capacity planning, workload modeling and predictive analyses to identify and resolve potential issues (e.g., performance, security breaches) Collaborates with internal and/or external resources (i.e., content owners, editors, web developers) to maintain current information and tools on the organization's website(s) Troubleshoots network problems and security issues
AIT020	IT Help Desk Support <ul style="list-style-type: none"> Provides technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes) Answers questions regarding system procedures, online transactions, systems status and downtime procedures and is typically located within a call center Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems Maintains a troubleshooting tracking log ensuring timely resolution of problems
AIT025	IT On-Site Support <ul style="list-style-type: none"> Provides on-site technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes) Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems Typically resolves issues referred by help desk support

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AIT	IT Administration (continued)
Discipline	
AIT030	Database Administration <ul style="list-style-type: none"> Administers database utilities, monitors the relationships between the database users and applications, and maintains the organization's databases across multiple platforms and computing environments Applies understanding of relational database concepts and query languages in order to design required summary or aggregation tables to support analyses Collaborates with technology/infrastructure staff to identify data relationships and functional requirements; analyzes and resolves issues related to information flow and content Maintains database support tools, database tables and dictionaries and recovery and back-up procedures Performs data modeling studies and develops detailed data models; maintains data model and entity relationship diagrams
AIT040	Network Control/Administration <ul style="list-style-type: none"> Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers Installs, supports and/or maintains LANs and/or WANs; evaluates and recommends networking product and software upgrades Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations Monitors data traffic and controls network resource performance to ensure high-quality transmission Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software
AIT060	IS Disaster Recovery/Business Continuation <ul style="list-style-type: none"> Develops and tests plans to ensure the continuity of critical business functions and minimizes information loss in the event of a disaster (e.g., fire, flood, hurricane, earthquake) Sets up hot sites so that backup systems can be brought up and running quickly Institutes loss-reduction mechanisms to lessen exposure to disaster risks such as sprinkler systems, insurance policies and evacuation procedures In the event of disaster, assesses damage to computer hardware, vital records, etc., to determine what should be salvaged, restored or replaced
AIT065	IT Risk Management <ul style="list-style-type: none"> Identifies, analyzes, monitors and minimizes areas of risk that pertain to information technology Coordinates closely with the Disaster Recovery and Data Security Disciplines; all three Disciplines (Risk Management, Disaster Recovery and Data Security) may be part of the same department
AIT070	IS and Cyber Security <ul style="list-style-type: none"> Evaluates, tests, recommends, develops, coordinates, monitors and maintains information systems (IS) and cyber security policies, procedures and systems, including access management for hardware, firmware and software Ensures that IS and cyber security architecture/designs, plans, controls, processes, standards, policies and procedures are aligned with IS standards and overall IS and cyber security Identifies security risks and exposures, determines the causes of security violations and suggests procedures to halt future incidents and improve security Develops techniques and procedures for conducting IS and cyber security risk assessments and compliance audits, the evaluation and testing of hardware, firmware and software for possible impact on system security, and the investigation and resolution of security incidents Implements IS and cyber security policies and takes measures against intrusion, frauds, attacks or leaks