

Function : AAS – Administrative Services

Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	28	74.6	---	68.8	77.9	78.7	---
Actual Bonus Amount	4	16	7.1	---	---	6.6	---	---
Actual Bonus as % of Base	4	16	10	---	---	10	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	5	28	79.6	---	72.8	80.9	85.7	---
Actual Total Direct Compensation (Incl LTI)	5	28	79.3	---	72.4	80.4	85.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	28	79.4	---	72.4	80.4	85.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	28	79.4	---	72.4	80.4	85.9	---
Total Compensation (Incl Perqs)	5	28	79.6	---	72.5	80.4	86.3	---
TARGET COMPENSATION								
Target Bonus Amount	4	18	6.8	---	---	6.1	---	---
Target Bonus as % of Base	4	18	9	---	---	9	---	---
Target Cash Compensation	5	28	79.3	---	72.1	81.0	85.6	---
Target Total Direct Compensation (Incl LTI)	5	28	79.3	---	72.1	81.0	85.6	---
Target Total Compensation (Incl Perqs)	5	28	79.5	---	72.2	81.0	85.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	28	10,507.1	---	2,500.0	5,653.0	20,941.1	---

Bonus Eligibility
63% Eligible
0% Eligible but payment not received for poor performance reasons
4% Eligible but payment not received due to insufficient time on the job
33% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
98% No
2% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	21	140.1	94.1	132.4	143.2	154.2	169.1
Actual Bonus Amount	11	18	29.6	7.4	24.0	26.3	40.7	50.1
Actual Bonus as % of Base	11	18	21	7	17	20	27	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	12	21	167.2	106.1	148.5	169.0	189.9	219.0
Actual Total Direct Compensation (Incl LTI)	12	21	210.4	106.1	144.4	210.1	259.6	333.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	21	168.2	106.1	144.4	173.1	197.6	219.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	21	212.6	106.1	144.4	217.5	267.2	333.0
Total Compensation (Incl Perqs)	12	21	214.5	106.1	145.5	220.5	267.2	335.0
TARGET COMPENSATION								
Target Bonus Amount	11	19	28.3	9.5	17.4	27.3	31.0	67.4
Target Bonus as % of Base	11	19	19	9	13	20	20	40
Target Cash Compensation	11	20	167.4	100.7	154.5	164.0	185.8	235.9
Target Total Direct Compensation (Incl LTI)	11	20	201.8	100.7	158.4	194.1	236.5	341.5
Target Total Compensation (Incl Perqs)	11	20	203.3	100.7	158.7	194.1	236.5	341.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	15	66.5	---	34.8	48.5	107.2	---
LTI as % of Base	8	15	44	---	21	36	65	---
Total Perquisite Amount	6	8	3.8	---	0.3	4.7	6.4	---
SCOPE VARIABLES								
Company Revenue (millions)	12	21	10,271.6	711.0	1,548.8	5,057.2	17,083.8	32,282.4

Bonus Eligibility	
83%	Eligible
8%	Eligible but payment not received for poor performance reasons
4%	Eligible but payment not received due to insufficient time on the job
4%	Not eligible

LTI Eligibility	
29%	No
71%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AAS – Administrative Services
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	5	152.5	---	107.1	145.6	201.4	---
Actual Bonus Amount	5	5	39.6	---	16.1	22.4	71.7	---
Actual Bonus as % of Base	5	5	23	---	15	16	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	5	192.1	---	123.2	168.0	273.1	---
Actual Total Direct Compensation (Incl LTI)	5	5	247.9	---	143.6	172.9	389.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	5	192.1	---	123.2	168.0	273.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	5	247.9	---	143.6	172.9	389.7	---
Total Compensation (Incl Perqs)	5	5	252.3	---	143.6	175.9	399.2	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	34.5	---	---	35.7	---	---
Target Bonus as % of Base	4	4	20	---	---	20	---	---
Target Cash Compensation	4	4	197.7	---	---	207.4	---	---
Target Total Direct Compensation (Incl LTI)	4	4	256.0	---	---	258.5	---	---
Target Total Compensation (Incl Perqs)	4	4	260.7	---	---	263.5	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	5	16,340.8	---	4,826.5	10,523.0	30,764.0	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	40%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	60%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AAS – Administrative Services
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	84	78.7	49.5	63.0	82.9	92.9	99.5
Actual Bonus Amount	11	43	8.8	2.8	5.6	8.8	12.4	15.6
Actual Bonus as % of Base	11	43	11	4	9	11	13	16
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	13	84	86.0	53.2	67.1	84.7	104.6	112.3
Actual Total Direct Compensation (Incl LTI)	13	84	86.7	53.2	67.1	84.7	104.6	114.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	11	6.3	---	0.3	1.1	13.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	84	88.1	53.2	70.5	95.3	105.3	112.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	84	88.8	53.2	70.5	98.4	105.3	114.3
Total Compensation (Incl Perqs)	13	84	92.5	53.2	70.5	98.7	114.5	126.3
TARGET COMPENSATION								
Target Bonus Amount	11	44	8.5	2.0	5.5	8.2	12.1	14.3
Target Bonus as % of Base	11	44	10	3	8	11	13	15
Target Cash Compensation	13	84	85.8	52.7	68.2	84.2	104.5	112.5
Target Total Direct Compensation (Incl LTI)	13	84	86.5	52.7	68.2	84.2	104.5	115.0
Target Total Compensation (Incl Perqs)	13	84	90.2	52.7	68.4	84.9	114.2	126.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	7	18	6.9	---	0.4	0.7	13.5	---
SCOPE VARIABLES								
Company Revenue (millions)	13	84	6,114.1	410.5	1,240.0	4,000.0	11,297.7	19,423.7

Bonus Eligibility	
77%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
22%	Not eligible

LTI Eligibility	
69%	No
31%	Yes

Hourly Rate Eligibility	
90%	No
10%	Yes

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	44	89.9	57.4	81.2	93.8	101.9	107.8
Actual Bonus Amount	11	23	10.7	2.9	4.5	11.2	13.1	26.3
Actual Bonus as % of Base	11	23	12	4	7	12	13	28
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	12	44	99.3	62.3	85.9	104.3	110.9	123.4
Actual Total Direct Compensation (Incl LTI)	12	44	102.3	62.3	85.9	104.4	121.6	129.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	44	99.4	62.3	85.9	104.4	110.9	123.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	44	102.3	62.3	85.9	104.4	121.7	129.1
Total Compensation (Incl Perqs)	12	44	102.8	62.3	85.9	105.0	121.9	129.2
TARGET COMPENSATION								
Target Bonus Amount	11	23	10.6	3.1	4.0	9.9	11.3	28.8
Target Bonus as % of Base	11	23	12	3	7	10	12	31
Target Cash Compensation	12	44	99.3	62.0	86.8	102.5	112.8	124.8
Target Total Direct Compensation (Incl LTI)	12	44	102.3	62.0	86.8	102.5	121.1	131.9
Target Total Compensation (Incl Perqs)	12	44	102.7	62.0	86.9	103.1	121.1	131.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	6	11	0.8	---	0.3	0.4	1.5	---
SCOPE VARIABLES								
Company Revenue (millions)	12	44	5,458.9	357.1	820.6	2,409.5	5,423.2	23,798.7

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
84% Eligible	75% No	90% No
0% Eligible but payment not received for poor performance reasons	25% Yes	10% Yes
0% Eligible but payment not received due to insufficient time on the job		
16% Not eligible		

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Function : AAS – Administrative Services
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	28	121.4	---	112.8	120.6	134.3	---
Actual Bonus Amount	5	13	26.3	---	20.5	25.2	32.6	---
Actual Bonus as % of Base	5	13	22	---	17	22	26	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	28	143.1	---	131.9	151.8	159.4	---
Actual Total Direct Compensation (Incl LTI)	7	28	144.5	---	133.2	143.6	163.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	28	138.8	---	122.1	139.1	159.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	28	144.5	---	133.2	143.6	163.5	---
Total Compensation (Incl Perqs)	7	28	147.9	---	133.5	143.6	163.5	---
TARGET COMPENSATION								
Target Bonus Amount	6	15	20.6	---	17.6	19.7	24.4	---
Target Bonus as % of Base	6	15	17	---	15	16	20	---
Target Cash Compensation	7	28	139.0	---	130.9	144.7	154.4	---
Target Total Direct Compensation (Incl LTI)	7	28	144.7	---	135.4	154.4	156.3	---
Target Total Compensation (Incl Perqs)	7	28	148.1	---	135.4	154.4	156.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	7	17.1	---	---	16.9	---	---
LTI as % of Base	4	7	14	---	---	13	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	28	15,799.9	---	5,653.0	13,224.0	26,968.0	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
64% Eligible	50% No	100% No
0% Eligible but payment not received for poor performance reasons	50% Yes	0% Yes
21% Eligible but payment not received due to insufficient time on the job		
14% Not eligible		

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Company weighted statistics

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Function : AAS – Administrative Services
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	10	57.8	---	53.2	57.5	62.6	---
Actual Bonus Amount	5	10	7.6	---	5.1	7.5	10.3	---
Actual Bonus as % of Base	5	10	13	---	8	12	19	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	10	65.5	---	61.2	66.0	69.4	---
Actual Total Direct Compensation (Incl LTI)	5	10	66.9	---	63.7	68.3	69.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	10	65.8	---	61.2	66.0	70.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	10	67.3	---	63.7	68.3	70.2	---
Total Compensation (Incl Perqs)	5	10	70.4	---	64.0	69.5	77.2	---
TARGET COMPENSATION								
Target Bonus Amount	5	10	7.5	---	5.8	6.5	9.7	---
Target Bonus as % of Base	5	10	13	---	10	12	17	---
Target Cash Compensation	5	10	65.3	---	60.8	66.0	69.5	---
Target Total Direct Compensation (Incl LTI)	5	10	66.8	---	64.4	66.2	69.5	---
Target Total Compensation (Incl Perqs)	5	10	69.9	---	64.7	67.9	76.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	9	3.9	---	---	1.1	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	10	6,580.8	---	1,544.2	4,457.4	12,679.0	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	80%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	20%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : AAS – Administrative Services
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	407	49.8	41.6	45.5	50.9	53.2	56.0
Actual Bonus Amount	21	274	3.7	1.7	2.6	3.4	4.6	6.3
Actual Bonus as % of Base	21	274	7	4	5	7	9	13
Hourly Rate	7	94	27	---	23	26	32	---
Actual Cash Compensation	29	407	52.4	44.0	47.2	53.0	56.9	59.3
Actual Total Direct Compensation (Incl LTI)	29	407	53.1	44.0	47.5	54.5	58.7	60.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	17	6.5	---	0.6	4.1	10.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	407	53.2	44.0	47.2	54.5	58.0	62.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	29	407	53.9	44.0	47.5	54.5	59.2	62.8
Total Compensation (Incl Perqs)	29	407	54.8	44.0	48.4	54.5	59.8	67.4
TARGET COMPENSATION								
Target Bonus Amount	20	221	4.0	1.8	3.4	3.9	4.9	5.4
Target Bonus as % of Base	20	221	8	5	7	8	10	11
Target Cash Compensation	28	341	52.7	43.7	47.6	53.4	58.2	59.7
Target Total Direct Compensation (Incl LTI)	28	341	53.4	43.7	47.6	54.8	58.5	61.1
Target Total Compensation (Incl Perqs)	28	341	54.3	43.7	47.8	54.8	59.5	67.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	119	4.0	---	2.5	3.8	5.5	---
LTI as % of Base	6	119	8	---	5	7	12	---
Total Perquisite Amount	12	103	2.5	0.4	0.6	1.1	4.7	7.8
SCOPE VARIABLES								
Company Revenue (millions)	29	407	5,962.9	608.0	1,568.0	2,801.0	8,090.0	18,370.4

Bonus Eligibility

68% Eligible
3% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
29% Not eligible

LTI Eligibility

81% No
19% Yes

Hourly Rate Eligibility

80% No
20% Yes

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Function : AAS – Administrative Services
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	48	2230	59.2	51.4	55.5	58.6	62.7	66.8
Actual Bonus Amount	35	903	5.5	2.3	3.6	4.5	7.6	9.2
Actual Bonus as % of Base	35	903	9	4	6	8	12	14
Hourly Rate	12	632	30	24	27	31	33	38
Actual Cash Compensation	48	2230	62.8	53.9	57.4	63.2	66.8	70.3
Actual Total Direct Compensation (Incl LTI)	48	2230	63.7	53.9	57.9	64.2	69.9	72.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	14	142	7.0	0.5	1.5	5.3	12.2	16.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	48	2230	63.4	53.9	57.4	63.7	68.4	73.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	48	2230	64.3	53.9	57.9	64.2	69.9	74.8
Total Compensation (Incl Perqs)	48	2230	64.9	54.5	57.9	65.7	70.3	76.9
TARGET COMPENSATION								
Target Bonus Amount	34	847	5.1	2.7	3.2	4.9	6.0	7.5
Target Bonus as % of Base	34	847	9	5	6	8	10	12
Target Cash Compensation	47	2157	62.6	52.8	58.1	63.5	67.5	70.2
Target Total Direct Compensation (Incl LTI)	47	2157	63.5	52.8	58.8	64.0	69.1	72.0
Target Total Compensation (Incl Perqs)	47	2157	64.2	53.4	58.8	64.7	69.3	73.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	168	4.5	1.8	3.0	4.2	6.1	8.4
LTI as % of Base	11	168	8	3	6	7	11	14
Total Perquisite Amount	23	305	1.8	0.2	0.4	0.8	2.6	5.0
SCOPE VARIABLES								
Company Revenue (millions)	48	2230	5,566.1	97.1	987.6	2,872.1	6,328.3	13,842.1

Bonus Eligibility
68% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
32% Not eligible

LTI Eligibility
78% No
22% Yes

Hourly Rate Eligibility
80% No
20% Yes

All values in Canadian Dollar
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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	46	1607	69.2	59.8	64.5	68.1	74.3	78.2
Actual Bonus Amount	39	1219	6.9	2.4	4.3	6.4	9.8	11.5
Actual Bonus as % of Base	39	1219	10	5	7	9	14	16
Hourly Rate	8	210	33	---	28	33	37	---
Actual Cash Compensation	46	1607	74.8	60.7	67.9	73.9	81.3	86.7
Actual Total Direct Compensation (Incl LTI)	46	1607	76.1	60.7	69.7	74.3	83.8	90.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	19	177	6.9	0.6	2.0	6.0	11.6	15.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	46	1607	75.5	60.7	67.9	74.3	82.4	87.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	46	1607	76.8	60.7	70.4	74.9	84.1	91.3
Total Compensation (Incl Perqs)	46	1607	77.4	60.7	70.9	76.0	84.6	93.9
TARGET COMPENSATION								
Target Bonus Amount	38	1127	6.6	2.5	4.7	6.6	7.8	9.9
Target Bonus as % of Base	38	1127	9	5	7	9	10	15
Target Cash Compensation	45	1493	74.7	60.7	70.4	73.6	80.8	85.6
Target Total Direct Compensation (Incl LTI)	45	1493	76.0	60.7	70.4	74.2	82.1	88.8
Target Total Compensation (Incl Perqs)	45	1493	76.6	60.7	70.9	74.8	82.5	91.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	379	5.7	1.9	3.9	4.9	8.6	9.8
LTI as % of Base	12	379	8	3	5	7	11	13
Total Perquisite Amount	24	617	1.8	0.3	0.5	0.9	2.9	5.0
SCOPE VARIABLES								
Company Revenue (millions)	46	1607	5,335.1	398.6	1,184.5	2,872.1	5,880.8	13,764.8

Bonus Eligibility
81% Eligible
1% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
18% Not eligible

LTI Eligibility
76% No
24% Yes

Hourly Rate Eligibility
87% No
13% Yes

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Function : AAS – Administrative Services
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	41	673	88.0	71.4	80.7	86.2	92.8	108.8
Actual Bonus Amount	37	493	12.4	5.1	7.5	12.3	15.4	20.9
Actual Bonus as % of Base	37	493	14	6	9	13	18	23
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	41	673	98.6	80.1	83.8	96.5	106.5	125.1
Actual Total Direct Compensation (Incl LTI)	41	673	101.6	80.1	86.4	96.6	111.0	136.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	77	13.6	0.4	1.2	8.6	19.6	47.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	41	673	99.4	80.2	85.1	96.5	109.7	125.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	41	673	102.5	80.2	87.1	96.6	113.4	136.5
Total Compensation (Incl Perqs)	41	673	103.6	80.7	87.1	98.5	113.8	137.8
TARGET COMPENSATION								
Target Bonus Amount	36	458	10.3	5.5	7.1	9.9	12.8	16.0
Target Bonus as % of Base	36	458	11	8	9	10	13	16
Target Cash Compensation	40	635	97.3	76.9	84.2	97.0	105.8	122.6
Target Total Direct Compensation (Incl LTI)	40	635	100.3	76.9	85.6	97.3	111.4	131.4
Target Total Compensation (Incl Perqs)	40	635	101.4	79.3	85.6	98.1	112.5	133.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	267	12.5	4.5	5.6	8.8	18.2	27.4
LTI as % of Base	13	267	13	5	6	10	16	28
Total Perquisite Amount	21	311	2.3	0.4	0.5	1.7	4.2	6.1
SCOPE VARIABLES								
Company Revenue (millions)	41	673	6,455.4	599.6	1,568.0	3,570.6	9,505.7	17,364.1

Bonus Eligibility	
87%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
12%	Not eligible

LTI Eligibility	
71%	No
29%	Yes

Hourly Rate Eligibility	
97%	No
3%	Yes

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Function : AAT – Transportation Services and Administration
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	12	122.5	---	112.0	125.2	129.7	---
Actual Bonus Amount	6	12	22.6	---	16.6	20.0	28.4	---
Actual Bonus as % of Base	6	12	18	---	14	16	22	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	6	12	145.1	---	131.8	144.1	156.8	---
Actual Total Direct Compensation (Incl LTI)	6	12	153.4	---	136.2	148.1	172.7	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	12	146.3	---	131.8	144.1	158.6	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	12	154.6	---	136.2	148.1	174.6	---
Total Compensation (Incl Perqs)	6	12	155.7	---	136.5	148.1	178.5	---
TARGET COMPENSATION								
Target Bonus Amount	6	12	16.5	---	12.3	14.9	20.9	---
Target Bonus as % of Base	6	12	13	---	10	12	16	---
Target Cash Compensation	6	12	139.0	---	125.8	140.0	149.3	---
Target Total Direct Compensation (Incl LTI)	6	12	147.4	---	130.2	142.7	167.2	---
Target Total Compensation (Incl Perqs)	6	12	148.4	---	130.6	142.7	171.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	12	12,863.5	---	3,621.8	12,461.2	20,889.6	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	58%	No	92%	No
0%	Eligible but payment not received for poor performance reasons	42%	Yes	8%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : AAT – Transportation Services and Administration
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	11	147.2	---	138.7	148.4	157.6	---
Actual Bonus Amount	7	10	32.5	---	22.2	31.0	43.9	---
Actual Bonus as % of Base	7	10	21	---	16	20	29	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	11	175.7	---	162.1	174.8	193.7	---
Actual Total Direct Compensation (Incl LTI)	8	11	204.4	---	162.1	190.8	273.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	11	175.7	---	162.1	174.8	193.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	11	204.4	---	162.1	190.8	273.3	---
Total Compensation (Incl Perqs)	8	11	210.5	---	164.4	209.1	274.1	---
TARGET COMPENSATION								
Target Bonus Amount	7	10	27.6	---	21.6	28.9	30.6	---
Target Bonus as % of Base	7	10	18	---	15	20	20	---
Target Cash Compensation	8	11	171.3	---	159.5	178.1	183.6	---
Target Total Direct Compensation (Incl LTI)	8	11	200.0	---	159.5	194.2	263.1	---
Target Total Compensation (Incl Perqs)	8	11	206.1	---	166.2	203.8	263.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	6	47.7	---	20.5	48.4	74.5	---
LTI as % of Base	5	6	30	---	13	26	49	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	11	11,032.4	---	1,397.3	5,298.5	23,352.2	---

Bonus Eligibility
88% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
44% No
56% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AAT – Transportation Services and Administration
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	6	157.5	---	130.0	166.7	183.0	---
Actual Bonus Amount	6	6	35.6	---	18.8	40.8	47.3	---
Actual Bonus as % of Base	6	6	23	---	15	24	29	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	6	193.1	---	171.4	211.0	217.6	---
Actual Total Direct Compensation (Incl LTI)	6	6	221.1	---	187.9	234.8	258.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	197.2	---	171.4	211.0	225.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	6	225.2	---	187.9	234.8	264.2	---
Total Compensation (Incl Perqs)	6	6	228.2	---	187.9	241.9	266.9	---
TARGET COMPENSATION								
Target Bonus Amount	6	6	31.0	---	26.0	33.3	36.9	---
Target Bonus as % of Base	6	6	20	---	17	20	21	---
Target Cash Compensation	6	6	188.5	---	160.3	200.1	215.6	---
Target Total Direct Compensation (Incl LTI)	6	6	216.6	---	178.0	227.9	263.4	---
Target Total Compensation (Incl Perqs)	6	6	219.6	---	178.0	236.8	263.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	42.0	---	---	39.6	---	---
LTI as % of Base	4	4	25	---	---	26	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	6	7,482.2	---	4,033.8	6,104.6	12,226.7	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	33%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	67%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : AAT – Transportation Services and Administration
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	48	78.7	---	67.2	80.1	89.4	---
Actual Bonus Amount	7	28	9.5	---	5.3	10.0	11.5	---
Actual Bonus as % of Base	7	28	12	---	10	11	15	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	48	87.0	---	76.7	85.3	98.1	---
Actual Total Direct Compensation (Incl LTI)	8	48	88.7	---	79.3	85.3	101.1	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	48	87.4	---	76.7	85.6	99.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	48	89.1	---	79.3	85.6	102.8	---
Total Compensation (Incl Perqs)	8	48	90.6	---	81.0	85.8	105.4	---
TARGET COMPENSATION								
Target Bonus Amount	7	28	8.9	---	5.5	9.8	11.0	---
Target Bonus as % of Base	7	28	11	---	10	12	15	---
Target Cash Compensation	8	48	86.5	---	75.6	84.8	100.7	---
Target Total Direct Compensation (Incl LTI)	8	48	88.2	---	78.2	84.8	101.7	---
Target Total Compensation (Incl Perqs)	8	48	89.7	---	79.3	84.8	107.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	7	3.3	---	0.7	2.2	6.5	---
SCOPE VARIABLES								
Company Revenue (millions)	8	48	11,576.6	---	4,007.5	12,319.5	17,112.6	---

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
62% No
37% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AAT – Transportation Services and Administration
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	32	93.4	---	86.5	91.9	105.1	---
Actual Bonus Amount	7	17	11.7	---	6.7	9.1	20.6	---
Actual Bonus as % of Base	7	17	12	---	8	10	20	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	9	32	102.5	---	93.7	97.9	120.1	---
Actual Total Direct Compensation (Incl LTI)	9	32	105.8	---	93.7	105.1	124.7	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	32	104.7	---	93.7	107.4	121.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	32	108.0	---	93.7	107.4	124.7	---
Total Compensation (Incl Perqs)	9	32	108.4	---	93.7	107.4	126.0	---
TARGET COMPENSATION								
Target Bonus Amount	7	17	11.8	---	8.7	11.0	15.0	---
Target Bonus as % of Base	7	17	13	---	10	11	15	---
Target Cash Compensation	9	32	102.6	---	93.6	101.1	118.0	---
Target Total Direct Compensation (Incl LTI)	9	32	106.0	---	93.6	107.4	123.4	---
Target Total Compensation (Incl Perqs)	9	32	106.3	---	93.6	107.4	123.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	7	8.4	---	---	7.1	---	---
LTI as % of Base	4	7	9	---	---	7	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	32	8,411.1	---	3,583.5	4,457.4	12,736.5	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
78% Eligible	56% No	89% No
0% Eligible but payment not received for poor performance reasons	44% Yes	11% Yes
0% Eligible but payment not received due to insufficient time on the job		
22% Not eligible		

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Function : AAT – Transportation Services and Administration
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	32	120.4	---	111.1	118.9	133.9	---
Actual Bonus Amount	7	27	21.2	---	15.6	17.9	30.5	---
Actual Bonus as % of Base	7	27	17	---	13	15	22	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	32	136.9	---	122.3	137.9	146.7	---
Actual Total Direct Compensation (Incl LTI)	9	32	144.1	---	124.0	145.9	158.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	32	138.8	---	122.6	139.8	150.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	32	145.9	---	124.0	145.9	166.8	---
Total Compensation (Incl Perqs)	9	32	147.0	---	124.0	145.9	167.2	---
TARGET COMPENSATION								
Target Bonus Amount	7	27	17.1	---	12.8	16.3	23.4	---
Target Bonus as % of Base	7	27	14	---	10	13	17	---
Target Cash Compensation	9	32	133.7	---	119.6	136.8	140.6	---
Target Total Direct Compensation (Incl LTI)	9	32	140.9	---	120.4	140.8	155.1	---
Target Total Compensation (Incl Perqs)	9	32	141.9	---	120.4	140.8	155.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	12	19.0	---	8.6	18.2	29.8	---
LTI as % of Base	5	12	14	---	7	16	20	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	32	13,999.6	---	4,851.1	12,505.0	22,669.2	---

Bonus Eligibility
78% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
22% Not eligible

LTI Eligibility
59% No
41% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AAT – Transportation Services and Administration
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	20	95.9	---	---	94.4	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	20	101.6	---	---	97.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	20	105.7	---	---	97.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	20	105.4	---	---	97.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	20	109.5	---	---	97.0	---	---
Total Compensation (Incl Perqs)	4	20	109.6	---	---	97.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	20	101.0	---	---	96.0	---	---
Target Total Direct Compensation (Incl LTI)	4	20	105.1	---	---	96.0	---	---
Target Total Compensation (Incl Perqs)	4	20	105.2	---	---	96.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	20	4,433.0	---	---	4,037.5	---	---

Bonus Eligibility
50% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
50% Not eligible

LTI Eligibility
75% No
25% Yes

Hourly Rate Eligibility
75% No
25% Yes

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Function : AAT – Transportation Services and Administration
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	22	62.5	---	55.9	60.1	70.3	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	5	22	65.6	---	60.2	63.8	71.9	---
Actual Total Direct Compensation (Incl LTI)	5	22	67.3	---	60.5	68.0	73.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	22	67.3	---	60.2	63.8	76.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	22	69.0	---	60.5	68.1	78.0	---
Total Compensation (Incl Perqs)	5	22	69.5	---	60.5	70.6	78.0	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	22	65.0	---	58.6	62.7	72.5	---
Target Total Direct Compensation (Incl LTI)	5	22	66.7	---	60.0	65.0	74.2	---
Target Total Compensation (Incl Perqs)	5	22	67.2	---	60.0	67.5	74.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	22	9,761.1	---	2,856.9	5,657.1	18,717.3	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
60%	Eligible	60%	No	60%	No
0%	Eligible but payment not received for poor performance reasons	40%	Yes	40%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
40%	Not eligible				

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Function : AAT – Transportation Services and Administration
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	25	70.1	---	63.7	67.0	73.7	---
Actual Bonus Amount	8	22	5.1	---	2.8	3.8	8.0	---
Actual Bonus as % of Base	8	22	7	---	4	6	11	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	9	25	74.8	---	70.1	72.1	74.8	---
Actual Total Direct Compensation (Incl LTI)	9	25	76.2	---	69.1	71.0	76.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	25	76.1	---	69.1	70.8	75.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	25	77.9	---	69.1	71.0	77.4	---
Total Compensation (Incl Perqs)	9	25	78.7	---	69.5	72.7	78.5	---
TARGET COMPENSATION								
Target Bonus Amount	8	23	5.7	---	2.9	6.0	7.4	---
Target Bonus as % of Base	8	23	8	---	4	8	11	---
Target Cash Compensation	9	25	75.2	---	70.0	72.8	76.0	---
Target Total Direct Compensation (Incl LTI)	9	25	76.9	---	70.2	72.8	77.6	---
Target Total Compensation (Incl Perqs)	9	25	77.8	---	70.4	74.0	78.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	10	1.5	---	0.3	0.5	3.1	---
SCOPE VARIABLES								
Company Revenue (millions)	9	25	9,995.0	---	3,606.0	5,657.1	15,797.2	---

Bonus Eligibility	
83%	Eligible
0%	Eligible but payment not received for poor performance reasons
6%	Eligible but payment not received due to insufficient time on the job
11%	Not eligible

LTI Eligibility	
67%	No
33%	Yes

Hourly Rate Eligibility	
78%	No
22%	Yes

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Function : AAT – Transportation Services and Administration
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	83.7	---	---	79.7	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	5	93.0	---	---	96.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	96.2	---	---	103.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	93.0	---	---	96.8	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	5	96.2	---	---	103.2	---	---
Total Compensation (Incl Perqs)	4	5	97.3	---	---	105.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	5	90.4	---	---	90.6	---	---
Target Total Direct Compensation (Incl LTI)	4	5	93.6	---	---	97.0	---	---
Target Total Compensation (Incl Perqs)	4	5	94.7	---	---	99.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	5,906.8	---	---	3,961.4	---	---

Bonus Eligibility
75% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
25% Not eligible

LTI Eligibility
50% No
50% Yes

Hourly Rate Eligibility
100% No
0% Yes

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All monetary values in thousands – 2017 Accounting Value

2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AAY – Security
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	72	120.6	---	97.1	122.5	143.1	---
Actual Bonus Amount	5	9	13.9	---	7.5	12.6	20.9	---
Actual Bonus as % of Base	5	9	12	---	8	13	15	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	8	72	128.0	---	99.0	129.7	146.0	---
Actual Total Direct Compensation (Incl LTI)	8	72	136.0	---	99.0	129.7	146.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	72	128.0	---	99.0	129.7	146.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	72	136.0	---	99.0	129.7	146.0	---
Total Compensation (Incl Perqs)	8	72	136.4	---	99.0	131.1	146.2	---
TARGET COMPENSATION								
Target Bonus Amount	4	8	10.8	---	---	11.5	---	---
Target Bonus as % of Base	4	8	10	---	---	10	---	---
Target Cash Compensation	7	71	121.3	---	92.0	121.1	142.9	---
Target Total Direct Compensation (Incl LTI)	7	71	121.3	---	92.0	121.1	142.9	---
Target Total Compensation (Incl Perqs)	7	71	121.8	---	92.0	124.2	143.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	72	9,112.0	---	1,348.6	7,101.5	16,408.6	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
52%	Eligible	87%	No	86%	No
0%	Eligible but payment not received for poor performance reasons	13%	Yes	14%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
48%	Not eligible				

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Function : AAY – Security
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	30	137.0	97.5	121.0	137.6	153.6	170.6
Actual Bonus Amount	14	29	28.5	7.3	22.6	25.5	35.0	54.2
Actual Bonus as % of Base	14	29	20	7	15	20	23	32
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	30	163.6	101.1	136.6	162.7	184.0	221.8
Actual Total Direct Compensation (Incl LTI)	15	30	175.2	101.1	136.6	162.7	205.9	262.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	30	165.0	101.1	136.6	162.7	187.4	221.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	30	176.6	101.1	136.6	162.7	205.9	275.2
Total Compensation (Incl Perqs)	15	30	177.4	101.1	136.6	167.5	209.7	275.2
TARGET COMPENSATION								
Target Bonus Amount	14	29	23.7	9.5	18.1	22.2	30.4	38.3
Target Bonus as % of Base	14	29	17	9	15	15	20	23
Target Cash Compensation	15	30	159.1	101.1	138.8	158.2	182.2	207.0
Target Total Direct Compensation (Incl LTI)	15	30	170.7	101.1	138.8	158.2	202.8	250.3
Target Total Compensation (Incl Perqs)	15	30	171.5	101.1	138.8	162.9	206.6	250.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	5	34.7	---	20.7	27.0	52.5	---
LTI as % of Base	5	5	22	---	13	16	34	---
Total Perquisite Amount	5	5	2.5	---	0.6	2.8	4.3	---
SCOPE VARIABLES								
Company Revenue (millions)	15	30	4,181.0	971.6	1,780.1	2,399.0	5,657.1	12,282.4

Bonus Eligibility
93% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AAY – Security
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	18	155.7	105.0	129.4	156.0	185.0	201.1
Actual Bonus Amount	9	17	33.9	---	10.0	23.9	51.3	---
Actual Bonus as % of Base	9	17	20	---	7	23	28	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	10	18	186.2	107.4	143.3	169.5	234.6	276.8
Actual Total Direct Compensation (Incl LTI)	10	18	229.4	107.4	143.3	191.9	328.9	380.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	18	186.2	107.4	143.3	169.5	234.6	276.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	18	229.4	107.4	143.3	191.9	329.1	380.4
Total Compensation (Incl Perqs)	10	18	232.7	107.4	143.3	195.3	333.3	390.1
TARGET COMPENSATION								
Target Bonus Amount	8	16	31.0	---	12.4	34.1	47.5	---
Target Bonus as % of Base	8	16	18	---	9	20	25	---
Target Cash Compensation	9	17	182.4	---	133.0	169.2	230.7	---
Target Total Direct Compensation (Incl LTI)	9	17	225.5	---	133.0	169.2	331.7	---
Target Total Compensation (Incl Perqs)	9	17	228.3	---	133.0	169.2	337.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	5	86.4	---	59.7	82.2	115.2	---
LTI as % of Base	5	5	47	---	34	45	61	---
Total Perquisite Amount	5	5	6.5	---	4.2	6.7	8.7	---
SCOPE VARIABLES								
Company Revenue (millions)	10	18	9,917.8	311.7	1,101.6	8,088.0	14,596.9	32,941.0

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
90% Eligible	50% No	100% No
0% Eligible but payment not received for poor performance reasons	50% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
10% Not eligible		

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Function : AAY – Security
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	43	78.3	63.2	73.7	75.7	82.7	97.2
Actual Bonus Amount	9	39	8.2	---	5.5	9.4	11.0	---
Actual Bonus as % of Base	9	39	10	---	7	12	14	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	11	43	85.0	70.1	75.5	86.1	91.3	108.1
Actual Total Direct Compensation (Incl LTI)	11	43	86.1	70.1	75.5	86.1	91.3	108.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	43	85.0	70.1	75.5	86.1	91.3	108.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	43	86.1	70.1	75.5	86.1	91.3	108.9
Total Compensation (Incl Perqs)	11	43	86.3	70.1	75.5	86.1	91.8	109.1
TARGET COMPENSATION								
Target Bonus Amount	8	32	8.3	---	6.4	9.0	11.0	---
Target Bonus as % of Base	8	32	11	---	10	10	14	---
Target Cash Compensation	10	36	85.4	68.7	75.1	86.6	92.2	108.5
Target Total Direct Compensation (Incl LTI)	10	36	85.8	68.7	75.1	86.6	93.3	108.9
Target Total Compensation (Incl Perqs)	10	36	86.0	68.7	75.1	86.9	93.9	109.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	11	43	7,917.1	344.6	1,356.0	4,457.4	12,134.0	30,315.8

Bonus Eligibility
82% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
18% Not eligible

LTI Eligibility
73% No
27% Yes

Hourly Rate Eligibility
91% No
9% Yes

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Function : AAY – Security
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	326	104.2	84.4	92.2	97.3	111.2	136.4
Actual Bonus Amount	9	55	12.6	---	7.8	11.7	17.7	---
Actual Bonus as % of Base	9	55	13	---	9	12	17	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	15	326	111.8	88.8	97.8	109.6	128.5	136.4
Actual Total Direct Compensation (Incl LTI)	15	326	113.1	88.8	97.7	114.4	128.5	136.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	326	111.8	88.8	97.7	109.6	128.5	136.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	326	113.1	88.8	97.7	114.4	128.5	136.4
Total Compensation (Incl Perqs)	15	326	113.3	88.8	97.7	114.7	128.9	136.4
TARGET COMPENSATION								
Target Bonus Amount	8	56	12.1	---	8.5	12.4	16.6	---
Target Bonus as % of Base	8	56	12	---	10	13	15	---
Target Cash Compensation	14	322	112.0	88.0	96.3	110.7	128.3	137.5
Target Total Direct Compensation (Incl LTI)	14	322	112.5	88.0	96.3	112.5	128.3	137.5
Target Total Compensation (Incl Perqs)	14	322	112.8	88.0	96.3	112.6	128.6	137.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	6	0.9	---	---	0.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	15	326	6,350.5	243.3	1,214.0	3,570.6	10,523.0	18,023.0

Bonus Eligibility

59% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
40% Not eligible

LTI Eligibility

80% No
20% Yes

Hourly Rate Eligibility

91% No
9% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : AAY – Security
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	48	123.6	100.8	105.2	122.8	136.0	160.1
Actual Bonus Amount	14	41	20.4	5.4	12.0	17.8	29.1	42.1
Actual Bonus as % of Base	14	41	16	5	11	16	22	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	16	48	141.5	110.1	117.4	138.8	159.9	176.7
Actual Total Direct Compensation (Incl LTI)	16	48	148.2	113.0	119.8	138.8	173.3	200.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	48	142.8	110.1	117.4	138.8	161.4	177.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	48	149.5	113.0	119.8	138.8	180.5	201.5
Total Compensation (Incl Perqs)	16	48	150.1	113.0	119.8	139.1	181.0	205.0
TARGET COMPENSATION								
Target Bonus Amount	13	38	19.0	6.0	14.4	18.5	23.8	32.4
Target Bonus as % of Base	13	38	15	6	13	15	20	22
Target Cash Compensation	15	45	141.2	108.7	120.9	142.2	159.8	176.5
Target Total Direct Compensation (Incl LTI)	15	45	147.7	108.7	120.9	142.2	170.8	189.0
Target Total Compensation (Incl Perqs)	15	45	148.3	108.7	120.9	142.2	171.8	192.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	10	21.6	---	12.5	20.3	31.3	---
LTI as % of Base	5	10	17	---	10	16	25	---
Total Perquisite Amount	6	9	1.7	---	0.5	1.1	2.9	---
SCOPE VARIABLES								
Company Revenue (millions)	16	48	8,865.9	1,250.5	3,658.6	6,104.6	12,951.5	24,381.7

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
12% Not eligible

LTI Eligibility
56% No
44% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AAY – Security
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	101	80.1	---	63.2	73.8	100.3	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	5	101	83.2	---	63.2	81.5	104.2	---
Actual Total Direct Compensation (Incl LTI)	5	101	85.2	---	63.2	81.5	109.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	101	85.7	---	63.2	81.5	110.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	101	87.7	---	63.2	81.5	115.3	---
Total Compensation (Incl Perqs)	5	101	87.7	---	63.2	81.5	115.3	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	5	101	83.1	---	63.2	80.2	104.3	---
Target Total Direct Compensation (Incl LTI)	5	101	85.0	---	63.2	80.2	109.2	---
Target Total Compensation (Incl Perqs)	5	101	85.0	---	63.2	80.2	109.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	101	5,611.6	---	1,704.5	5,653.0	9,498.1	---

Bonus Eligibility
40% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
60% Not eligible

LTI Eligibility
80% No
20% Yes

Hourly Rate Eligibility
40% No
60% Yes

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Company weighted statistics
All monetary values in thousands – 2017 Accounting Value

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Function : ACA – Corporate Affairs/Communications
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	51	70.4	60.5	64.0	69.0	75.5	93.3
Actual Bonus Amount	15	37	7.5	2.5	4.8	7.6	9.7	14.5
Actual Bonus as % of Base	15	37	11	3	7	11	15	21
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	19	51	76.3	63.7	70.3	76.6	82.0	93.3
Actual Total Direct Compensation (Incl LTI)	19	51	77.9	63.7	71.4	77.3	85.7	93.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	8	14.0	---	1.0	4.8	31.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	51	79.5	63.7	70.3	78.0	82.0	100.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	19	51	81.1	63.7	71.4	78.1	85.7	102.7
Total Compensation (Incl Perqs)	19	51	81.6	64.5	71.4	78.1	86.9	102.7
TARGET COMPENSATION								
Target Bonus Amount	14	36	7.2	3.1	5.9	7.3	8.8	10.5
Target Bonus as % of Base	14	36	11	5	9	11	13	15
Target Cash Compensation	18	50	76.0	62.6	70.7	74.7	81.9	93.5
Target Total Direct Compensation (Incl LTI)	18	50	77.4	62.6	71.3	77.2	85.8	93.5
Target Total Compensation (Incl Perqs)	18	50	78.0	63.3	71.6	77.9	87.2	93.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	5	6.3	---	3.5	4.6	9.9	---
LTI as % of Base	5	5	10	---	5	6	16	---
Total Perquisite Amount	10	13	1.1	0.3	0.3	0.9	1.8	2.8
SCOPE VARIABLES								
Company Revenue (millions)	19	51	9,140.8	1,266.1	1,866.3	4,457.4	13,224.0	26,968.0

Bonus Eligibility	
79%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
21%	Not eligible

LTI Eligibility	
68%	No
32%	Yes

Hourly Rate Eligibility	
95%	No
5%	Yes

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Function : ACA – Corporate Affairs/Communications
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	31	132.0	105.7	112.1	129.1	140.9	181.7
Actual Bonus Amount	13	30	21.2	7.8	13.8	19.8	30.5	35.3
Actual Bonus as % of Base	13	30	16	6	10	15	21	29
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	14	31	151.8	112.7	134.3	149.2	166.4	205.3
Actual Total Direct Compensation (Incl LTI)	14	31	165.8	112.7	134.5	160.3	186.2	247.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	6	16.4	---	1.3	9.8	34.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	31	154.0	112.7	134.5	149.9	174.0	205.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	31	168.0	112.7	134.5	167.7	189.7	247.1
Total Compensation (Incl Perqs)	14	31	169.0	112.9	134.5	169.4	190.6	249.6
TARGET COMPENSATION								
Target Bonus Amount	12	29	21.3	11.0	14.0	20.9	25.6	37.5
Target Bonus as % of Base	12	29	16	10	11	16	20	21
Target Cash Compensation	13	30	150.1	111.2	128.8	143.0	158.0	220.2
Target Total Direct Compensation (Incl LTI)	13	30	163.9	111.2	130.4	157.9	179.7	258.8
Target Total Compensation (Incl Perqs)	13	30	164.9	111.3	130.4	160.6	181.4	261.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	14	26.1	---	10.1	20.0	45.4	---
LTI as % of Base	9	14	18	---	8	15	26	---
Total Perquisite Amount	7	10	2.0	---	0.5	1.1	3.4	---
SCOPE VARIABLES								
Company Revenue (millions)	14	31	7,322.4	792.9	1,915.6	3,433.0	11,018.5	26,839.9

Bonus Eligibility	
93%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
7%	Not eligible

LTI Eligibility	
42%	No
58%	Yes

Hourly Rate Eligibility	
93%	No
7%	Yes

All values in Canadian Dollar

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Function : ACA – Corporate Affairs/Communications
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	182	145.3	113.2	134.0	142.5	158.9	180.4
Actual Bonus Amount	28	160	36.9	15.5	26.3	34.4	45.3	54.0
Actual Bonus as % of Base	28	160	25	13	19	22	28	36
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	34	182	176.3	114.1	155.2	181.7	197.2	224.6
Actual Total Direct Compensation (Incl LTI)	34	182	198.6	114.1	154.0	203.1	238.3	283.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	7	15.2	---	1.2	2.7	35.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	182	176.5	114.1	151.8	181.7	198.3	236.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	34	182	199.9	114.1	154.0	203.1	240.9	284.3
Total Compensation (Incl Perqs)	34	182	202.4	114.1	154.1	203.1	246.6	287.5
TARGET COMPENSATION								
Target Bonus Amount	29	166	31.3	19.7	22.4	30.6	35.3	49.2
Target Bonus as % of Base	29	166	21	14	16	20	25	27
Target Cash Compensation	34	182	171.9	114.1	155.2	175.9	194.5	214.7
Target Total Direct Compensation (Incl LTI)	34	182	195.3	114.1	156.6	198.7	226.8	274.5
Target Total Compensation (Incl Perqs)	34	182	197.7	114.1	156.7	199.0	235.6	277.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	98	45.3	18.9	23.7	34.3	56.6	81.5
LTI as % of Base	19	98	28	10	16	24	36	50
Total Perquisite Amount	19	72	5.3	0.4	1.3	4.6	7.6	15.1
SCOPE VARIABLES								
Company Revenue (millions)	34	182	6,542.6	556.1	1,788.3	3,746.7	7,529.4	21,709.7

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
80%	Eligible	41%	No	100%	No
2%	Eligible but payment not received for poor performance reasons	59%	Yes	0%	Yes
3%	Eligible but payment not received due to insufficient time on the job				
15%	Not eligible				

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Function : ACA – Corporate Affairs/Communications
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	33	127	177.8	131.5	154.5	175.8	201.8	220.9
Actual Bonus Amount	30	112	52.1	13.1	35.0	51.3	61.4	71.5
Actual Bonus as % of Base	30	112	28	12	20	29	34	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	33	127	225.2	136.3	182.2	233.2	263.9	280.7
Actual Total Direct Compensation (Incl LTI)	33	127	278.4	136.3	202.1	281.6	342.5	426.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	9	6.5	---	0.6	3.8	13.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	33	127	225.6	136.3	182.2	233.2	263.9	280.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	33	127	278.8	136.3	202.1	281.6	342.5	426.9
Total Compensation (Incl Perqs)	33	127	285.3	136.3	202.2	290.9	349.8	436.4
TARGET COMPENSATION								
Target Bonus Amount	29	111	44.6	13.3	35.7	46.4	53.2	63.0
Target Bonus as % of Base	29	111	24	13	20	25	28	32
Target Cash Compensation	32	126	219.3	133.4	189.5	226.8	255.1	278.5
Target Total Direct Compensation (Incl LTI)	32	126	268.8	133.4	200.5	268.4	323.5	424.2
Target Total Compensation (Incl Perqs)	32	126	275.5	133.4	200.5	278.9	332.6	431.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	22	80	82.1	22.7	42.0	68.7	128.8	167.0
LTI as % of Base	22	80	43	12	22	37	62	93
Total Perquisite Amount	21	74	10.4	3.2	4.2	8.3	13.4	20.6
SCOPE VARIABLES								
Company Revenue (millions)	33	127	7,085.5	803.2	1,899.1	4,045.0	11,328.5	19,393.5

Bonus Eligibility

91% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
9% Not eligible

LTI Eligibility

35% No
65% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Function : ACA – Corporate Affairs/Communications
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	27	211.5	153.3	185.9	207.0	233.6	280.0
Actual Bonus Amount	12	23	72.2	41.8	50.4	74.3	84.1	114.0
Actual Bonus as % of Base	12	23	33	23	27	33	36	48
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	14	27	273.4	169.8	218.8	275.4	316.1	383.5
Actual Total Direct Compensation (Incl LTI)	14	27	366.3	169.8	250.5	383.4	501.0	561.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	27	273.9	169.8	218.8	275.4	317.0	383.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	27	366.8	169.8	250.5	383.4	501.0	561.7
Total Compensation (Incl Perqs)	14	27	374.9	170.3	250.5	399.1	514.5	572.3
TARGET COMPENSATION								
Target Bonus Amount	12	23	58.5	29.9	40.5	57.7	71.0	99.2
Target Bonus as % of Base	12	23	26	17	21	27	30	34
Target Cash Compensation	14	27	261.7	169.8	212.8	263.9	300.2	371.9
Target Total Direct Compensation (Incl LTI)	14	27	354.6	169.8	235.3	366.6	474.2	567.8
Target Total Compensation (Incl Perqs)	14	27	362.7	170.3	239.2	377.9	488.9	576.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	21	118.2	31.6	32.8	125.0	180.0	217.0
LTI as % of Base	11	21	51	17	19	55	75	96
Total Perquisite Amount	11	22	10.4	2.0	6.3	9.0	14.3	17.9
SCOPE VARIABLES								
Company Revenue (millions)	14	27	7,258.5	234.5	1,194.0	3,983.9	12,226.7	22,669.2

Bonus Eligibility	
86%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
14%	Not eligible

LTI Eligibility	
21%	No
79%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

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Function : ACA – Corporate Affairs/Communications
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	167	81.4	66.6	74.5	80.6	84.7	103.3
Actual Bonus Amount	27	109	9.5	4.8	7.9	9.0	11.6	14.4
Actual Bonus as % of Base	27	109	12	6	10	12	15	17
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	34	167	89.0	74.6	78.8	89.4	96.5	107.3
Actual Total Direct Compensation (Incl LTI)	34	167	91.1	76.7	83.7	91.7	96.6	109.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	13	6.7	---	0.6	3.2	15.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	167	89.4	74.6	78.8	90.1	97.9	107.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	34	167	91.5	76.7	83.7	92.1	98.3	109.8
Total Compensation (Incl Perqs)	34	167	92.1	76.8	84.6	92.5	98.7	109.8
TARGET COMPENSATION								
Target Bonus Amount	26	106	9.0	5.3	7.1	9.5	10.2	11.9
Target Bonus as % of Base	26	106	11	8	9	12	14	15
Target Cash Compensation	33	164	88.7	75.0	79.2	89.2	95.7	108.9
Target Total Direct Compensation (Incl LTI)	33	164	90.6	76.2	83.0	90.9	97.6	110.5
Target Total Compensation (Incl Perqs)	33	164	91.2	76.3	83.3	91.4	97.9	110.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	37	6.9	3.6	4.5	6.6	9.6	11.4
LTI as % of Base	12	37	9	5	5	8	13	15
Total Perquisite Amount	17	48	1.2	0.3	0.4	1.0	1.8	3.0
SCOPE VARIABLES								
Company Revenue (millions)	34	167	6,361.0	590.1	1,674.1	3,433.0	10,476.9	19,969.0

Bonus Eligibility
79% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
21% Not eligible

LTI Eligibility
62% No
38% Yes

Hourly Rate Eligibility
96% No
4% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : ACA – Corporate Affairs/Communications
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	41	451	99.6	80.0	92.4	97.7	107.9	122.7
Actual Bonus Amount	35	330	13.5	5.8	8.8	13.0	17.5	19.7
Actual Bonus as % of Base	35	330	14	6	10	13	18	21
Hourly Rate	6	62	48	---	44	48	52	---
Actual Cash Compensation	41	451	110.5	85.7	100.9	111.8	122.8	129.4
Actual Total Direct Compensation (Incl LTI)	41	451	114.8	86.2	101.6	117.8	127.1	139.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	43	8.4	0.3	0.8	7.2	15.4	21.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	41	451	111.6	85.7	101.0	114.6	124.8	130.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	41	451	115.9	86.2	102.1	118.8	127.1	141.6
Total Compensation (Incl Perqs)	41	451	117.0	86.2	102.7	120.2	132.3	143.3
TARGET COMPENSATION								
Target Bonus Amount	34	328	12.7	7.0	9.1	12.7	15.1	18.3
Target Bonus as % of Base	34	328	13	8	10	13	15	15
Target Cash Compensation	40	446	110.1	84.7	101.2	111.8	121.1	127.2
Target Total Direct Compensation (Incl LTI)	40	446	114.2	85.9	101.5	117.5	125.2	134.3
Target Total Compensation (Incl Perqs)	40	446	115.3	85.9	102.2	117.8	128.2	138.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	103	11.2	5.7	6.2	10.0	14.9	19.4
LTI as % of Base	19	103	11	6	6	11	16	19
Total Perquisite Amount	21	163	2.5	0.3	0.5	1.3	3.8	6.6
SCOPE VARIABLES								
Company Revenue (millions)	41	451	6,076.3	608.1	1,828.6	3,570.6	9,480.7	17,364.1

Bonus Eligibility
79% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
21% Not eligible

LTI Eligibility
55% No
45% Yes

Hourly Rate Eligibility
90% No
10% Yes

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Function : ACA – Corporate Affairs/Communications
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	36	385	120.7	102.8	112.2	120.4	128.1	141.6
Actual Bonus Amount	30	327	20.9	9.0	15.2	20.6	26.9	32.2
Actual Bonus as % of Base	30	327	17	8	13	18	21	26
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	36	385	138.0	107.4	126.8	139.2	150.0	158.2
Actual Total Direct Compensation (Incl LTI)	36	385	146.5	107.4	128.3	147.5	166.9	180.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	56	9.7	0.4	0.8	6.8	20.3	25.0
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	385	139.1	107.4	126.8	139.2	150.6	167.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	36	385	147.7	107.4	128.3	147.6	169.1	188.4
Total Compensation (Incl Perqs)	36	385	149.0	107.4	128.5	147.6	171.3	188.4
TARGET COMPENSATION								
Target Bonus Amount	29	326	18.7	11.5	14.9	18.6	22.2	24.5
Target Bonus as % of Base	29	326	15	10	13	15	19	20
Target Cash Compensation	35	381	136.3	107.1	127.0	138.3	147.1	155.7
Target Total Direct Compensation (Incl LTI)	35	381	144.8	107.1	128.5	148.8	160.7	181.7
Target Total Compensation (Incl Perqs)	35	381	146.1	107.1	128.5	149.3	164.5	181.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	160	20.6	9.2	11.6	22.3	27.5	33.2
LTI as % of Base	20	160	17	7	9	17	22	27
Total Perquisite Amount	16	177	3.0	0.3	0.4	1.8	4.7	8.9
SCOPE VARIABLES								
Company Revenue (millions)	36	385	6,410.7	668.0	1,882.7	3,961.4	9,983.6	16,048.6

Bonus Eligibility	
81%	Eligible
1%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
19%	Not eligible

LTI Eligibility	
51%	No
49%	Yes

Hourly Rate Eligibility	
99%	No
1%	Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : ACA – Corporate Affairs/Communications
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	27	136	153.4	131.1	134.9	152.3	160.9	181.9
Actual Bonus Amount	25	117	33.1	20.9	25.4	30.7	38.9	45.5
Actual Bonus as % of Base	25	117	21	13	16	22	26	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	27	136	184.0	144.1	162.9	182.9	201.9	210.8
Actual Total Direct Compensation (Incl LTI)	27	136	206.8	144.1	176.2	210.0	229.6	265.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	12	6.1	---	0.8	2.7	11.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	27	136	184.8	144.1	162.9	183.5	202.3	213.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	27	136	207.6	144.1	176.2	210.0	230.6	272.2
Total Compensation (Incl Perqs)	27	136	209.8	144.1	180.5	210.3	230.6	272.3
TARGET COMPENSATION								
Target Bonus Amount	24	115	29.0	16.8	23.7	29.9	33.3	37.7
Target Bonus as % of Base	24	115	19	12	15	20	20	25
Target Cash Compensation	26	134	180.9	140.2	166.4	181.4	192.2	211.0
Target Total Direct Compensation (Incl LTI)	26	134	202.3	140.2	173.5	205.3	227.6	256.9
Target Total Compensation (Incl Perqs)	26	134	204.5	140.3	177.5	205.9	231.6	261.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	83	36.0	13.1	22.8	35.7	45.8	63.7
LTI as % of Base	18	83	23	9	15	21	30	43
Total Perquisite Amount	15	57	3.9	0.3	0.8	3.4	5.4	11.3
SCOPE VARIABLES								
Company Revenue (millions)	27	136	7,533.7	838.1	1,780.1	4,265.0	12,134.0	23,290.4

Bonus Eligibility
92% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
8% Not eligible

LTI Eligibility
37% No
63% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : ACA – Corporate Affairs/Communications
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	12	205.6	---	182.8	204.0	228.6	---
Actual Bonus Amount	8	12	59.7	---	48.6	53.3	77.6	---
Actual Bonus as % of Base	8	12	28	---	26	27	33	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	12	265.3	---	224.7	257.3	317.7	---
Actual Total Direct Compensation (Incl LTI)	8	12	333.9	---	289.7	341.0	380.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	12	267.0	---	228.1	257.3	317.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	12	335.6	---	289.7	347.7	380.3	---
Total Compensation (Incl Perqs)	8	12	340.8	---	300.0	351.1	388.3	---
TARGET COMPENSATION								
Target Bonus Amount	8	12	52.0	---	37.7	48.9	68.6	---
Target Bonus as % of Base	8	12	25	---	20	26	30	---
Target Cash Compensation	8	12	257.6	---	217.6	251.1	297.2	---
Target Total Direct Compensation (Incl LTI)	8	12	326.2	---	282.5	335.0	374.3	---
Target Total Compensation (Incl Perqs)	8	12	331.4	---	289.7	338.4	382.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	11	78.4	---	49.5	74.7	108.0	---
LTI as % of Base	7	11	38	---	25	38	50	---
Total Perquisite Amount	7	11	5.9	---	3.4	4.5	8.4	---
SCOPE VARIABLES								
Company Revenue (millions)	8	12	7,758.8	---	2,836.6	8,059.3	12,412.2	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	13%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	88%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : ACA – Corporate Affairs/Communications
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	8	65.7	---	62.5	68.0	70.5	---
Actual Bonus Amount	6	6	5.2	---	1.9	3.7	9.4	---
Actual Bonus as % of Base	6	6	8	---	3	6	13	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	7	8	70.0	---	65.8	69.0	79.8	---
Actual Total Direct Compensation (Incl LTI)	7	8	70.5	---	65.8	69.0	79.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	8	70.2	---	65.8	69.0	79.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	8	70.7	---	65.8	69.0	79.8	---
Total Compensation (Incl Perqs)	7	8	71.1	---	65.8	69.3	79.8	---
TARGET COMPENSATION								
Target Bonus Amount	6	7	5.4	---	3.2	4.7	8.0	---
Target Bonus as % of Base	6	7	8	---	5	8	11	---
Target Cash Compensation	7	8	70.4	---	66.9	70.0	77.9	---
Target Total Direct Compensation (Incl LTI)	7	8	70.9	---	66.9	70.0	77.9	---
Target Total Compensation (Incl Perqs)	7	8	71.4	---	66.9	70.4	77.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	5	0.8	---	---	0.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	8	7,027.4	---	672.1	2,420.0	12,134.0	---

Bonus Eligibility
79% Eligible
7% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility
71% No
29% Yes

Hourly Rate Eligibility
57% No
43% Yes

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Function : ACD – Strategic Planning/Corporate Development
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	9	69.6	---	63.0	72.2	77.0	---
Actual Bonus Amount	5	8	8.2	---	5.7	8.8	10.4	---
Actual Bonus as % of Base	5	8	11	---	9	12	14	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	9	76.4	---	65.0	80.4	86.3	---
Actual Total Direct Compensation (Incl LTI)	6	9	76.4	---	65.0	80.4	86.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	9	76.4	---	65.0	80.4	86.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	9	76.4	---	65.0	80.4	86.3	---
Total Compensation (Incl Perqs)	6	9	76.7	---	65.1	80.6	86.7	---
TARGET COMPENSATION								
Target Bonus Amount	5	8	7.5	---	4.6	6.8	10.6	---
Target Bonus as % of Base	5	8	10	---	7	10	14	---
Target Cash Compensation	6	9	75.8	---	65.0	77.9	86.8	---
Target Total Direct Compensation (Incl LTI)	6	9	75.8	---	65.0	77.9	86.8	---
Target Total Compensation (Incl Perqs)	6	9	76.1	---	65.1	78.1	87.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	4	6	0.4	---	---	0.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	9	10,031.7	---	2,282.2	4,037.5	18,558.0	---

Bonus Eligibility
83% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility
83% No
17% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ACD – Strategic Planning/Corporate Development
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	16	156.2	---	127.4	136.4	195.0	---
Actual Bonus Amount	4	6	41.0	---	---	38.8	---	---
Actual Bonus as % of Base	4	6	26	---	---	26	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	16	189.1	---	147.9	172.9	238.3	---
Actual Total Direct Compensation (Incl LTI)	5	16	212.2	---	151.4	190.9	283.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	16	189.1	---	147.9	172.9	238.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	16	212.2	---	151.4	190.9	283.8	---
Total Compensation (Incl Perqs)	5	16	213.7	---	151.4	193.7	286.0	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	37.4	---	---	27.5	---	---
Target Bonus as % of Base	4	6	22	---	---	20	---	---
Target Cash Compensation	5	16	186.2	---	139.9	163.7	243.7	---
Target Total Direct Compensation (Incl LTI)	5	16	209.4	---	148.2	175.0	287.8	---
Target Total Compensation (Incl Perqs)	5	16	210.8	---	148.2	177.8	290.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	16	8,375.7	---	2,667.4	3,922.8	16,310.5	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
80%	Eligible	40%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	60%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
20%	Not eligible				

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Function : ACD – Strategic Planning/Corporate Development
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	83	161.8	125.8	137.2	157.4	174.0	211.9
Actual Bonus Amount	19	79	36.3	17.1	24.7	32.4	49.8	56.9
Actual Bonus as % of Base	19	79	22	12	18	21	27	31
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	21	83	194.5	154.5	158.4	192.6	221.2	256.6
Actual Total Direct Compensation (Incl LTI)	21	83	220.5	154.5	158.1	204.3	252.8	341.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	83	195.4	154.5	158.1	192.6	224.2	256.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	83	221.5	154.5	158.1	204.3	255.3	341.6
Total Compensation (Incl Perqs)	21	83	223.7	154.5	159.5	208.9	262.3	346.3
TARGET COMPENSATION								
Target Bonus Amount	19	81	32.1	18.6	21.0	31.8	34.6	52.0
Target Bonus as % of Base	19	81	19	15	15	20	20	28
Target Cash Compensation	21	83	190.8	144.7	158.8	188.8	206.1	258.6
Target Total Direct Compensation (Incl LTI)	21	83	216.9	144.7	158.8	205.4	240.2	343.5
Target Total Compensation (Incl Perqs)	21	83	219.0	145.3	158.8	210.0	249.7	348.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	47	47.2	15.1	19.8	36.1	84.5	89.2
LTI as % of Base	12	47	25	9	12	22	38	48
Total Perquisite Amount	11	33	6.1	0.3	0.4	3.9	5.9	26.1
SCOPE VARIABLES								
Company Revenue (millions)	21	83	8,184.8	1,119.6	2,049.9	4,045.0	11,842.7	26,584.2

Bonus Eligibility	
90%	Eligible
1%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
10%	Not eligible

LTI Eligibility	
34%	No
66%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

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Function : ACD – Strategic Planning/Corporate Development
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	107	196.0	135.6	177.0	198.4	219.3	242.2
Actual Bonus Amount	26	97	57.2	19.3	39.9	58.0	70.8	90.7
Actual Bonus as % of Base	26	97	28	14	19	29	35	41
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	31	107	244.7	140.5	210.1	251.2	279.2	312.3
Actual Total Direct Compensation (Incl LTI)	31	107	309.4	139.9	210.1	304.6	394.7	481.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	7	11.5	---	1.8	3.1	25.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	107	245.8	139.9	206.2	251.2	280.2	312.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	107	311.2	139.9	210.1	306.4	394.7	485.2
Total Compensation (Incl Perqs)	31	107	318.4	139.9	210.1	319.5	409.0	494.2
TARGET COMPENSATION								
Target Bonus Amount	26	98	47.6	19.9	39.1	49.9	57.3	67.6
Target Bonus as % of Base	26	98	24	15	20	25	27	30
Target Cash Compensation	30	106	237.4	136.3	207.0	244.4	274.7	305.0
Target Total Direct Compensation (Incl LTI)	30	106	298.6	136.3	214.5	299.0	376.5	443.3
Target Total Compensation (Incl Perqs)	30	106	305.8	136.3	214.5	303.5	391.4	451.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	23	76	91.6	21.7	45.4	84.9	115.5	187.1
LTI as % of Base	23	76	43	9	22	41	60	94
Total Perquisite Amount	21	71	10.8	1.1	5.7	8.9	12.7	20.6
SCOPE VARIABLES								
Company Revenue (millions)	31	107	6,845.3	106.8	1,791.0	3,922.8	10,523.0	23,713.3

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
84%	Eligible	28%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	72%	Yes	0%	Yes
3%	Eligible but payment not received due to insufficient time on the job				
13%	Not eligible				

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Function : ACD – Strategic Planning/Corporate Development
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	38	217.1	156.2	184.3	220.0	246.0	273.8
Actual Bonus Amount	13	36	74.8	38.5	52.7	72.9	99.8	115.5
Actual Bonus as % of Base	13	36	33	19	24	34	41	50
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	38	281.9	162.0	247.7	290.1	338.0	371.1
Actual Total Direct Compensation (Incl LTI)	15	38	384.5	162.0	271.9	471.4	497.1	535.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	38	281.9	162.0	247.7	290.1	338.0	371.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	38	384.5	162.0	271.9	471.4	497.1	535.9
Total Compensation (Incl Perqs)	15	38	392.8	162.0	271.9	475.9	507.3	555.7
TARGET COMPENSATION								
Target Bonus Amount	12	34	64.3	35.5	52.9	61.8	76.9	93.1
Target Bonus as % of Base	12	34	28	20	25	30	32	35
Target Cash Compensation	14	36	270.6	157.1	223.5	275.0	322.8	368.3
Target Total Direct Compensation (Incl LTI)	14	36	366.0	157.1	241.7	397.3	485.0	525.7
Target Total Compensation (Incl Perqs)	14	36	374.4	157.1	243.2	408.7	499.1	541.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	34	129.3	32.4	47.2	125.5	201.5	220.9
LTI as % of Base	12	34	55	16	24	45	89	96
Total Perquisite Amount	10	26	12.9	4.7	6.4	12.1	17.6	27.1
SCOPE VARIABLES								
Company Revenue (millions)	15	38	6,884.6	769.1	2,167.7	4,045.0	10,523.0	18,721.6

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
22% No
78% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ACD – Strategic Planning/Corporate Development
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	25	85.4	67.9	76.3	80.0	91.7	118.9
Actual Bonus Amount	12	21	9.9	2.2	6.0	10.4	13.5	15.4
Actual Bonus as % of Base	12	21	12	3	8	11	16	19
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	25	94.5	72.4	83.0	92.8	103.5	126.9
Actual Total Direct Compensation (Incl LTI)	13	25	98.7	75.8	84.1	95.3	108.1	133.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	25	94.5	72.4	83.0	92.8	103.5	127.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	25	98.7	75.8	84.1	95.3	108.1	133.3
Total Compensation (Incl Perqs)	13	25	99.4	76.2	84.3	95.3	108.6	135.1
TARGET COMPENSATION								
Target Bonus Amount	11	20	10.4	4.5	7.9	11.3	12.4	16.4
Target Bonus as % of Base	11	20	12	6	10	13	15	15
Target Cash Compensation	12	24	96.3	75.6	84.8	91.9	104.7	131.9
Target Total Direct Compensation (Incl LTI)	12	24	100.1	75.6	87.1	97.2	110.6	138.5
Target Total Compensation (Incl Perqs)	12	24	100.9	76.1	87.2	97.7	110.7	139.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	7	15.0	---	7.9	9.4	19.5	---
LTI as % of Base	6	7	17	---	9	12	22	---
Total Perquisite Amount	6	10	1.5	---	0.5	0.8	2.8	---
SCOPE VARIABLES								
Company Revenue (millions)	13	25	9,007.6	1,143.2	2,049.9	4,030.0	14,446.7	31,523.2

Bonus Eligibility
92% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
8% Not eligible

LTI Eligibility
59% No
41% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ACD – Strategic Planning/Corporate Development
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	99	106.2	88.0	95.5	102.4	114.7	129.8
Actual Bonus Amount	16	53	15.4	6.8	9.8	15.0	22.7	24.8
Actual Bonus as % of Base	16	53	15	7	10	13	20	25
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	19	99	119.2	95.0	108.1	118.4	129.8	142.8
Actual Total Direct Compensation (Incl LTI)	19	99	125.6	95.0	109.5	127.5	138.1	154.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	99	120.8	95.0	108.1	119.5	129.8	158.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	19	99	127.3	95.0	109.5	127.6	141.7	169.0
Total Compensation (Incl Perqs)	19	99	128.8	95.0	109.5	129.6	141.7	169.0
TARGET COMPENSATION								
Target Bonus Amount	16	53	14.3	8.3	10.3	13.3	19.0	21.5
Target Bonus as % of Base	16	53	13	8	10	13	16	20
Target Cash Compensation	19	99	118.3	95.0	109.3	117.7	126.3	140.3
Target Total Direct Compensation (Incl LTI)	19	99	124.7	95.0	109.3	124.8	131.9	150.2
Target Total Compensation (Incl Perqs)	19	99	126.3	95.0	109.7	129.2	134.1	157.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	25	14.9	4.5	6.7	15.6	19.6	28.9
LTI as % of Base	10	25	14	5	7	14	20	29
Total Perquisite Amount	10	26	3.2	0.3	0.5	1.6	4.8	12.9
SCOPE VARIABLES								
Company Revenue (millions)	19	99	6,653.9	1,214.0	1,932.0	4,030.0	6,552.0	24,900.6

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
84% Eligible	49% No	99% No
0% Eligible but payment not received for poor performance reasons	51% Yes	1% Yes
0% Eligible but payment not received due to insufficient time on the job		
16% Not eligible		

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Function : ACD – Strategic Planning/Corporate Development
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	26	96	134.1	107.6	118.2	133.4	146.6	172.0
Actual Bonus Amount	23	85	31.9	11.8	22.1	24.9	33.7	45.7
Actual Bonus as % of Base	23	85	23	11	16	19	25	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	26	96	162.4	123.3	140.0	152.1	172.3	207.8
Actual Total Direct Compensation (Incl LTI)	26	96	174.0	123.3	142.3	165.9	197.3	225.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	12	8.6	---	0.6	2.7	18.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	26	96	164.2	123.3	140.0	152.1	178.9	214.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	26	96	175.8	123.3	142.3	165.9	197.3	238.5
Total Compensation (Incl Perqs)	26	96	176.7	123.3	142.3	167.1	197.3	239.9
TARGET COMPENSATION								
Target Bonus Amount	23	85	25.3	12.4	19.1	21.4	27.7	42.9
Target Bonus as % of Base	23	85	18	10	15	17	20	27
Target Cash Compensation	26	96	156.5	123.8	132.9	148.7	170.0	213.2
Target Total Direct Compensation (Incl LTI)	26	96	168.1	123.8	138.9	159.0	192.0	227.7
Target Total Compensation (Incl Perqs)	26	96	169.0	123.8	138.9	160.2	194.1	230.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	31	26.2	10.7	18.3	23.2	31.0	53.1
LTI as % of Base	14	31	19	9	11	17	23	36
Total Perquisite Amount	11	38	2.0	0.3	0.3	1.0	2.7	7.3
SCOPE VARIABLES								
Company Revenue (millions)	26	96	6,377.8	846.5	2,108.8	4,022.5	9,027.8	17,100.9

Bonus Eligibility
88% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
12% Not eligible

LTI Eligibility
52% No
48% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ACD – Strategic Planning/Corporate Development
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	97	167.9	123.1	151.1	163.9	178.8	217.8
Actual Bonus Amount	22	88	41.4	14.0	26.9	39.8	50.9	75.2
Actual Bonus as % of Base	22	88	24	9	18	22	28	39
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	24	97	205.8	134.4	178.4	204.6	231.8	275.4
Actual Total Direct Compensation (Incl LTI)	24	97	239.6	134.4	188.0	228.9	287.5	367.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	10	7.7	---	0.3	1.2	13.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	97	207.1	134.4	178.4	204.6	235.1	277.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	24	97	240.9	134.4	188.0	228.9	287.5	369.2
Total Compensation (Incl Perqs)	24	97	244.4	134.4	189.2	233.2	289.2	378.0
TARGET COMPENSATION								
Target Bonus Amount	21	87	36.8	20.6	26.6	35.1	43.7	63.9
Target Bonus as % of Base	21	87	21	15	18	20	25	29
Target Cash Compensation	23	96	201.7	134.5	179.7	201.2	224.0	277.5
Target Total Direct Compensation (Incl LTI)	23	96	234.9	134.5	184.7	223.0	279.7	359.8
Target Total Compensation (Incl Perqs)	23	96	238.6	134.5	184.7	223.3	280.0	366.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	69	47.3	14.7	24.6	42.4	59.7	87.5
LTI as % of Base	18	69	27	8	16	21	32	51
Total Perquisite Amount	17	55	6.1	0.3	1.8	5.9	7.8	14.6
SCOPE VARIABLES								
Company Revenue (millions)	24	97	7,928.9	1,379.0	2,358.1	4,361.2	12,412.2	21,742.4

Bonus Eligibility

92% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
8% Not eligible

LTI Eligibility

31% No
69% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : ACD – Strategic Planning/Corporate Development
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	34	207.8	---	183.2	213.7	223.5	---
Actual Bonus Amount	7	27	56.7	---	38.1	53.4	77.9	---
Actual Bonus as % of Base	7	27	28	---	18	29	35	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	34	251.9	---	233.1	238.8	275.7	---
Actual Total Direct Compensation (Incl LTI)	9	34	300.4	---	241.6	285.1	339.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	34	251.9	---	233.1	238.8	276.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	34	300.5	---	241.6	285.1	339.1	---
Total Compensation (Incl Perqs)	9	34	306.1	---	241.6	288.7	350.0	---
TARGET COMPENSATION								
Target Bonus Amount	7	27	49.3	---	36.2	44.5	67.6	---
Target Bonus as % of Base	7	27	24	---	20	25	30	---
Target Cash Compensation	9	34	246.2	---	219.8	232.4	284.4	---
Target Total Direct Compensation (Incl LTI)	9	34	294.7	---	246.9	276.1	330.8	---
Target Total Compensation (Incl Perqs)	9	34	300.3	---	248.7	276.1	341.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	26	72.8	---	42.3	52.5	105.8	---
LTI as % of Base	6	26	36	---	22	25	54	---
Total Perquisite Amount	6	17	11.2	---	6.6	10.4	15.9	---
SCOPE VARIABLES								
Company Revenue (millions)	9	34	10,206.8	---	2,643.9	4,265.0	15,295.6	---

Bonus Eligibility
78% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
22% Not eligible

LTI Eligibility
33% No
67% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AEM – Data Analytics/Business Intelligence and Data Science

Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	15	68.5	---	60.9	65.2	77.9	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	5	15	74.6	---	60.9	76.8	87.2	---
Actual Total Direct Compensation (Incl LTI)	5	15	74.6	---	60.9	76.8	87.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	15	74.6	---	60.9	76.8	87.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	15	74.6	---	60.9	76.8	87.2	---
Total Compensation (Incl Perqs)	5	15	74.8	---	61.2	76.8	87.4	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	15	74.5	---	60.9	75.0	87.8	---
Target Total Direct Compensation (Incl LTI)	5	15	74.5	---	60.9	75.0	87.8	---
Target Total Compensation (Incl Perqs)	5	15	74.7	---	61.2	75.0	88.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	15	6,305.3	---	189.8	1,780.1	14,683.5	---

Bonus Eligibility

60% Eligible

0% Eligible but payment not received for poor performance reasons

0% Eligible but payment not received due to insufficient time on the job

40% Not eligible

LTI Eligibility

80% No

20% Yes

Hourly Rate Eligibility

80% No

20% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	11	138.8	---	120.9	135.8	151.9	---
Actual Bonus Amount	5	10	26.5	---	25.0	26.7	27.8	---
Actual Bonus as % of Base	5	10	19	---	16	20	22	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	11	160.8	---	137.7	162.3	177.6	---
Actual Total Direct Compensation (Incl LTI)	6	11	170.0	---	137.7	167.7	198.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	11	160.8	---	137.7	162.3	177.6	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	11	170.0	---	137.7	167.7	198.1	---
Total Compensation (Incl Perqs)	6	11	171.0	---	137.7	167.7	202.5	---
TARGET COMPENSATION								
Target Bonus Amount	5	10	24.0	---	19.7	21.3	29.6	---
Target Bonus as % of Base	5	10	17	---	15	15	20	---
Target Cash Compensation	6	11	158.7	---	134.0	155.4	176.9	---
Target Total Direct Compensation (Incl LTI)	6	11	167.9	---	134.0	162.7	194.6	---
Target Total Compensation (Incl Perqs)	6	11	168.9	---	134.0	162.7	199.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	11	11,019.2	---	4,043.3	6,102.5	20,848.2	---

Bonus Eligibility
83% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility
57% No
43% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	28	150.3	122.4	136.3	154.2	160.7	172.7
Actual Bonus Amount	14	28	33.0	14.4	24.8	31.0	45.9	49.9
Actual Bonus as % of Base	14	28	21	11	18	20	29	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	14	28	183.3	138.0	164.7	182.3	205.5	218.8
Actual Total Direct Compensation (Incl LTI)	14	28	208.6	138.0	174.9	204.2	240.5	273.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	28	185.9	138.0	164.7	185.3	206.8	229.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	28	211.1	138.0	174.9	218.5	240.8	273.0
Total Compensation (Incl Perqs)	14	28	213.9	138.0	179.0	218.8	245.7	281.4
TARGET COMPENSATION								
Target Bonus Amount	14	28	27.9	15.6	22.4	30.8	32.3	34.5
Target Bonus as % of Base	14	28	18	13	15	20	20	21
Target Cash Compensation	14	28	178.1	138.0	161.9	183.2	192.8	207.3
Target Total Direct Compensation (Incl LTI)	14	28	203.4	138.0	172.1	205.9	235.4	260.0
Target Total Compensation (Incl Perqs)	14	28	206.2	138.0	176.1	209.6	239.0	268.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	21	32.8	13.8	14.8	25.4	44.3	73.1
LTI as % of Base	11	21	21	9	10	16	28	47
Total Perquisite Amount	8	13	4.9	---	1.2	3.7	5.9	---
SCOPE VARIABLES								
Company Revenue (millions)	14	28	8,587.9	943.1	2,242.8	3,433.0	13,971.4	30,764.0

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	21%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	79%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

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Company weighted statistics

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	25	178.3	127.3	147.8	181.6	201.1	229.3
Actual Bonus Amount	12	21	49.9	10.8	29.7	49.7	70.8	86.7
Actual Bonus as % of Base	12	21	26	7	18	27	33	38
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	14	25	221.1	127.3	172.7	228.5	257.6	312.9
Actual Total Direct Compensation (Incl LTI)	14	25	277.0	127.3	172.7	281.1	361.8	411.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	25	223.4	127.3	172.7	233.2	272.2	312.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	25	280.8	127.3	172.7	294.8	365.0	411.2
Total Compensation (Incl Perqs)	14	25	288.2	127.3	172.7	312.5	368.6	427.2
TARGET COMPENSATION								
Target Bonus Amount	12	22	45.1	22.9	37.6	44.8	56.8	64.5
Target Bonus as % of Base	12	22	24	16	20	25	26	31
Target Cash Compensation	14	25	217.0	127.3	172.4	222.3	251.2	286.6
Target Total Direct Compensation (Incl LTI)	14	25	274.4	127.3	172.4	283.4	351.4	389.8
Target Total Compensation (Incl Perqs)	14	25	281.8	127.3	172.4	295.6	355.9	405.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	16	80.3	24.1	55.9	74.7	107.5	144.4
LTI as % of Base	10	16	42	13	29	39	52	79
Total Perquisite Amount	10	16	10.4	2.8	3.8	8.7	16.0	22.7
SCOPE VARIABLES								
Company Revenue (millions)	14	25	8,128.6	746.4	1,788.3	2,872.1	12,406.5	30,764.0

Bonus Eligibility
82% Eligible
0% Eligible but payment not received for poor performance reasons
4% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility
29% No
71% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	11	185.9	---	---	201.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	11	238.9	---	---	264.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	11	302.2	---	---	313.1	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	11	238.9	---	---	264.8	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	11	302.2	---	---	313.1	---	---
Total Compensation (Incl Perqs)	4	11	312.1	---	---	325.3	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	11	222.7	---	---	246.4	---	---
Target Total Direct Compensation (Incl LTI)	4	11	286.1	---	---	288.9	---	---
Target Total Compensation (Incl Perqs)	4	11	295.9	---	---	301.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	11	9.8	---	---	10.2	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	11	10,383.0	---	---	7,142.6	---	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
75% Eligible		50% No		100% No	
0% Eligible but payment not received for poor performance reasons		50% Yes		0% Yes	
0% Eligible but payment not received due to insufficient time on the job					
25% Not eligible					

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	41	84.0	68.9	75.7	82.5	85.0	111.8
Actual Bonus Amount	8	33	12.0	---	8.6	10.7	16.2	---
Actual Bonus as % of Base	8	33	14	---	11	13	18	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	12	41	92.0	72.2	82.5	88.6	101.2	118.1
Actual Total Direct Compensation (Incl LTI)	12	41	92.6	72.2	82.5	88.6	106.4	118.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	41	92.2	72.2	82.5	88.6	102.9	118.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	41	92.7	72.2	82.5	88.6	108.1	118.1
Total Compensation (Incl Perqs)	12	41	92.9	72.5	82.6	88.6	108.1	118.4
TARGET COMPENSATION								
Target Bonus Amount	8	33	10.5	---	7.9	9.9	12.7	---
Target Bonus as % of Base	8	33	13	---	11	13	15	---
Target Cash Compensation	12	41	91.0	72.6	82.7	86.1	97.2	117.4
Target Total Direct Compensation (Incl LTI)	12	41	91.5	72.6	82.7	86.1	101.8	117.4
Target Total Compensation (Incl Perqs)	12	41	91.7	72.9	82.8	86.1	101.8	117.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	6	9	0.5	---	0.3	0.4	0.6	---
SCOPE VARIABLES								
Company Revenue (millions)	12	41	8,457.1	154.2	1,921.2	3,428.2	12,533.4	30,084.9

Bonus Eligibility

67% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
33% Not eligible

LTI Eligibility

67% No
33% Yes

Hourly Rate Eligibility

91% No
9% Yes

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	77	100.3	81.5	89.4	101.3	106.1	124.8
Actual Bonus Amount	17	45	14.0	3.0	9.5	15.5	18.0	21.9
Actual Bonus as % of Base	17	45	14	3	9	15	19	24
Hourly Rate	4	14	47	---	---	47	---	---
Actual Cash Compensation	21	77	111.7	88.8	96.5	112.9	122.4	130.5
Actual Total Direct Compensation (Incl LTI)	21	77	115.3	88.4	101.6	112.9	130.7	147.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	77	111.6	88.4	96.5	112.9	122.4	131.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	77	115.4	88.4	101.6	112.9	130.7	147.1
Total Compensation (Incl Perqs)	21	77	116.4	88.4	102.7	117.3	131.0	147.9
TARGET COMPENSATION								
Target Bonus Amount	17	46	12.1	3.0	10.2	12.6	15.2	17.0
Target Bonus as % of Base	17	46	12	3	10	12	15	17
Target Cash Compensation	21	77	110.1	88.4	94.8	111.0	117.7	129.3
Target Total Direct Compensation (Incl LTI)	21	77	113.8	88.9	100.5	114.0	128.8	145.7
Target Total Compensation (Incl Perqs)	21	77	114.9	89.0	102.5	116.3	128.8	146.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	10	12.2	---	5.7	10.8	19.9	---
LTI as % of Base	8	10	12	---	5	11	18	---
Total Perquisite Amount	8	17	2.7	---	0.4	1.1	2.6	---
SCOPE VARIABLES								
Company Revenue (millions)	21	77	5,854.1	620.8	1,240.0	2,399.0	5,055.2	24,242.2

Bonus Eligibility	
79%	Eligible
0%	Eligible but payment not received for poor performance reasons
2%	Eligible but payment not received due to insufficient time on the job
19%	Not eligible

LTI Eligibility	
65%	No
35%	Yes

Hourly Rate Eligibility	
85%	No
15%	Yes

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	82	122.7	99.9	111.5	122.0	131.6	146.9
Actual Bonus Amount	19	67	23.6	4.1	20.0	25.4	28.8	36.2
Actual Bonus as % of Base	19	67	19	3	17	21	24	28
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	21	82	143.6	104.4	133.2	141.5	157.3	182.3
Actual Total Direct Compensation (Incl LTI)	21	82	152.2	104.4	134.7	153.6	177.7	191.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	15	8.5	---	1.1	3.5	18.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	82	145.0	104.4	133.2	144.1	157.3	184.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	82	153.6	104.4	134.7	153.6	177.7	192.9
Total Compensation (Incl Perqs)	21	82	154.6	104.4	134.7	156.4	178.0	193.8
TARGET COMPENSATION								
Target Bonus Amount	19	67	19.6	4.9	16.6	19.5	24.0	31.7
Target Bonus as % of Base	19	67	16	5	15	15	20	20
Target Cash Compensation	21	82	140.0	104.5	126.1	140.0	150.9	178.9
Target Total Direct Compensation (Incl LTI)	21	82	148.6	104.5	128.6	145.6	170.6	187.8
Target Total Compensation (Incl Perqs)	21	82	149.6	104.6	128.6	149.6	170.6	188.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	25	18.6	7.8	10.8	19.5	26.1	26.5
LTI as % of Base	12	25	14	6	8	15	20	21
Total Perquisite Amount	11	36	2.0	0.1	0.4	0.8	2.8	6.5
SCOPE VARIABLES								
Company Revenue (millions)	21	82	7,169.8	357.4	1,240.0	2,801.0	12,319.5	24,242.2

Bonus Eligibility	
85%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
15%	Not eligible

LTI Eligibility	
46%	No
54%	Yes

Hourly Rate Eligibility	
95%	No
5%	Yes

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Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	25	159.8	128.9	147.2	156.5	175.0	210.7
Actual Bonus Amount	11	25	34.1	13.0	29.0	36.5	39.9	49.2
Actual Bonus as % of Base	11	25	21	9	18	22	25	29
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	25	193.9	143.3	177.4	195.1	210.8	252.7
Actual Total Direct Compensation (Incl LTI)	11	25	221.3	144.7	177.4	221.4	248.2	318.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	25	196.3	143.3	177.4	195.1	226.2	253.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	25	223.7	144.7	177.4	234.6	248.2	318.3
Total Compensation (Incl Perqs)	11	25	226.4	145.5	177.4	237.4	248.2	323.1
TARGET COMPENSATION								
Target Bonus Amount	11	25	30.8	11.1	22.1	32.1	37.8	46.4
Target Bonus as % of Base	11	25	19	9	15	20	22	25
Target Cash Compensation	11	25	190.6	140.6	169.2	192.5	210.0	256.4
Target Total Direct Compensation (Incl LTI)	11	25	218.1	142.0	169.2	221.7	238.0	322.3
Target Total Compensation (Incl Perqs)	11	25	220.7	142.8	169.2	226.3	238.8	327.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	15	37.4	---	16.4	39.0	51.7	---
LTI as % of Base	9	15	23	---	11	25	33	---
Total Perquisite Amount	8	12	7.1	---	1.3	4.0	7.1	---
SCOPE VARIABLES								
Company Revenue (millions)	11	25	11,688.6	1,903.9	2,943.2	12,134.0	13,339.0	33,041.6

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	20%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	80%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AEO – Business Operations Analysis
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	23	118.9	72.6	100.5	122.0	135.6	156.7
Actual Bonus Amount	11	17	21.4	3.7	9.5	13.8	27.6	65.8
Actual Bonus as % of Base	11	17	18	4	9	13	24	50
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	12	23	138.5	80.2	106.1	144.2	161.5	195.6
Actual Total Direct Compensation (Incl LTI)	12	23	147.3	80.2	106.1	144.9	191.8	217.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	23	138.5	80.2	106.1	144.2	161.5	195.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	23	147.3	80.2	106.1	144.9	191.8	217.6
Total Compensation (Incl Perqs)	12	23	147.8	80.2	106.2	144.9	191.8	219.1
TARGET COMPENSATION								
Target Bonus Amount	10	16	19.7	5.1	8.5	17.3	28.5	44.8
Target Bonus as % of Base	10	16	16	6	10	16	21	34
Target Cash Compensation	11	22	135.4	76.9	105.0	139.8	163.2	180.1
Target Total Direct Compensation (Incl LTI)	11	22	143.5	76.9	105.0	139.8	190.5	219.2
Target Total Compensation (Incl Perqs)	11	22	144.0	76.9	105.1	139.8	190.5	223.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	26.4	---	---	22.6	---	---
LTI as % of Base	4	4	19	---	---	17	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	12	23	6,936.3	163.2	778.1	2,984.0	9,530.2	26,392.3

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
92%	Eligible	67%	No	92%	No
0%	Eligible but payment not received for poor performance reasons	33%	Yes	8%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
8%	Not eligible				

All values in Canadian Dollar

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Function : AEO – Business Operations Analysis
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	49	72.5	64.6	67.4	71.0	76.1	84.5
Actual Bonus Amount	8	25	8.5	---	4.7	7.4	10.1	---
Actual Bonus as % of Base	8	25	11	---	7	10	13	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	13	49	77.7	67.6	70.3	73.9	86.2	93.8
Actual Total Direct Compensation (Incl LTI)	13	49	79.8	67.9	70.6	77.6	86.2	103.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	49	77.7	67.6	70.3	73.9	86.2	93.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	49	79.8	67.9	70.6	77.6	86.2	103.9
Total Compensation (Incl Perqs)	13	49	80.3	67.9	70.6	77.6	86.6	105.6
TARGET COMPENSATION								
Target Bonus Amount	9	26	8.0	---	5.5	7.6	10.5	---
Target Bonus as % of Base	9	26	11	---	8	10	14	---
Target Cash Compensation	13	49	78.0	67.6	72.0	77.0	84.8	92.4
Target Total Direct Compensation (Incl LTI)	13	49	80.1	67.6	72.2	77.6	86.6	100.1
Target Total Compensation (Incl Perqs)	13	49	80.7	67.6	72.2	77.6	87.0	101.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	5	20	1.4	---	0.4	1.2	2.4	---
SCOPE VARIABLES								
Company Revenue (millions)	13	49	5,046.2	1,369.7	1,828.6	2,801.0	4,849.0	19,214.0

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
62% Eligible	85% No	85% No
8% Eligible but payment not received for poor performance reasons	15% Yes	15% Yes
0% Eligible but payment not received due to insufficient time on the job		
31% Not eligible		

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Function : AEO – Business Operations Analysis
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	23	159.1	125.7	134.6	153.2	184.2	208.4
Actual Bonus Amount	9	22	37.5	---	19.2	34.0	45.2	---
Actual Bonus as % of Base	9	22	24	---	13	21	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	10	23	192.8	134.4	161.0	189.4	215.6	278.2
Actual Total Direct Compensation (Incl LTI)	10	23	226.2	134.6	170.0	213.3	262.1	391.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	23	192.9	134.4	161.0	189.4	215.9	278.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	23	226.3	134.6	170.0	213.3	262.4	391.4
Total Compensation (Incl Perqs)	10	23	229.5	135.0	175.0	214.7	265.0	399.5
TARGET COMPENSATION								
Target Bonus Amount	9	22	35.5	---	21.3	27.0	46.6	---
Target Bonus as % of Base	9	22	22	---	15	20	25	---
Target Cash Compensation	10	23	191.0	139.4	159.3	180.2	218.2	263.4
Target Total Direct Compensation (Incl LTI)	10	23	224.4	139.4	168.0	202.7	255.0	407.9
Target Total Compensation (Incl Perqs)	10	23	227.7	139.9	173.0	204.1	257.5	416.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	17	48.0	---	19.5	34.2	40.5	---
LTI as % of Base	7	17	27	---	13	21	30	---
Total Perquisite Amount	7	20	4.6	---	2.8	3.7	8.1	---
SCOPE VARIABLES								
Company Revenue (millions)	10	23	6,214.2	553.2	1,567.7	2,872.1	7,626.4	24,381.1

Bonus Eligibility

90% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility

30% No
70% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : AEO – Business Operations Analysis
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	90	85.3	69.7	76.1	83.5	96.6	103.0
Actual Bonus Amount	13	49	10.3	3.0	6.5	10.1	13.5	17.7
Actual Bonus as % of Base	13	49	12	4	8	13	15	21
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	17	90	93.2	74.8	79.0	97.4	102.6	111.8
Actual Total Direct Compensation (Incl LTI)	17	90	96.0	75.5	82.3	97.6	110.5	113.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	90	93.3	74.8	79.0	97.4	102.6	112.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	17	90	96.1	75.5	82.3	97.6	110.5	113.5
Total Compensation (Incl Perqs)	17	90	96.6	75.5	83.3	97.8	111.8	113.6
TARGET COMPENSATION								
Target Bonus Amount	13	49	9.2	3.6	6.8	8.8	12.6	14.2
Target Bonus as % of Base	13	49	11	4	9	11	14	15
Target Cash Compensation	17	90	92.3	75.1	80.1	96.0	98.5	111.9
Target Total Direct Compensation (Incl LTI)	17	90	95.1	75.1	84.0	97.6	107.3	111.9
Target Total Compensation (Incl Perqs)	17	90	95.6	75.1	84.3	97.6	108.7	112.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	12	8.2	---	6.4	8.4	10.6	---
LTI as % of Base	6	12	10	---	8	11	13	---
Total Perquisite Amount	7	15	1.2	---	0.4	1.0	2.0	---
SCOPE VARIABLES								
Company Revenue (millions)	17	90	5,915.7	1,565.9	1,899.1	2,943.2	4,959.0	24,166.8

Bonus Eligibility

76% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
24% Not eligible

LTI Eligibility

59% No
41% Yes

Hourly Rate Eligibility

82% No
18% Yes

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Function : AEO – Business Operations Analysis

Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	102	106.4	88.5	95.6	106.5	114.1	127.0
Actual Bonus Amount	18	90	18.0	7.8	10.8	16.3	20.6	26.9
Actual Bonus as % of Base	18	90	17	8	12	16	20	26
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	21	102	121.8	100.4	112.0	120.9	127.9	137.1
Actual Total Direct Compensation (Incl LTI)	21	102	127.9	104.6	116.2	127.2	130.9	161.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	13	9.9	---	---	5.5	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	102	122.3	100.5	112.0	120.9	127.9	137.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	102	128.5	105.5	116.4	127.2	131.8	162.3
Total Compensation (Incl Perqs)	21	102	129.4	106.0	118.2	127.6	132.4	162.3
TARGET COMPENSATION								
Target Bonus Amount	18	90	15.1	9.3	11.5	13.9	16.3	21.9
Target Bonus as % of Base	18	90	15	10	12	13	15	22
Target Cash Compensation	21	102	119.3	100.2	108.7	118.7	126.8	130.6
Target Total Direct Compensation (Incl LTI)	21	102	125.4	103.6	115.3	124.0	129.2	156.8
Target Total Compensation (Incl Perqs)	21	102	126.4	103.7	117.8	124.3	129.4	157.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	38	13.9	6.5	7.3	14.7	17.8	27.9
LTI as % of Base	10	38	13	6	7	13	18	25
Total Perquisite Amount	9	47	2.3	---	0.4	2.1	4.0	---
SCOPE VARIABLES								
Company Revenue (millions)	21	102	6,520.2	820.4	1,899.1	3,167.0	8,057.2	23,713.3

Bonus Eligibility

85% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility

48% No
52% Yes

Hourly Rate Eligibility

97% No
3% Yes

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Function : AEO – Business Operations Analysis
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	93	122.7	99.9	116.6	122.2	129.7	144.7
Actual Bonus Amount	17	80	21.3	12.8	15.9	20.0	24.4	35.1
Actual Bonus as % of Base	17	80	18	11	13	16	22	27
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	18	93	142.8	119.8	135.1	141.9	149.5	162.3
Actual Total Direct Compensation (Incl LTI)	18	93	156.9	134.0	138.1	156.9	173.0	189.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	19	7.3	---	0.5	3.3	17.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	93	144.3	119.8	135.1	144.2	153.7	163.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	18	93	158.4	134.0	138.1	160.0	175.3	191.1
Total Compensation (Incl Perqs)	18	93	159.7	134.0	138.8	160.4	176.2	191.5
TARGET COMPENSATION								
Target Bonus Amount	17	80	20.2	14.5	16.6	20.3	22.7	25.1
Target Bonus as % of Base	17	80	17	12	14	16	20	22
Target Cash Compensation	18	93	141.8	117.1	132.8	141.6	147.7	163.7
Target Total Direct Compensation (Incl LTI)	18	93	155.9	131.6	137.9	152.6	172.2	182.6
Target Total Compensation (Incl Perqs)	18	93	157.2	131.6	138.2	155.1	174.7	183.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	36	23.6	11.8	18.4	22.4	27.1	38.4
LTI as % of Base	12	36	20	9	16	18	22	35
Total Perquisite Amount	9	42	2.5	---	0.5	2.7	4.1	---
SCOPE VARIABLES								
Company Revenue (millions)	18	93	6,944.4	1,210.4	2,377.9	3,983.9	6,858.2	25,240.9

Bonus Eligibility	
94%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
6%	Not eligible

LTI Eligibility	
33%	No
67%	Yes

Hourly Rate Eligibility	
99%	No
1%	Yes

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Function : AEO – Business Operations Analysis
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	23	156.5	---	146.2	157.6	159.0	---
Actual Bonus Amount	6	15	36.2	---	23.2	36.7	46.9	---
Actual Bonus as % of Base	6	15	23	---	15	25	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	23	187.6	---	158.8	183.4	192.7	---
Actual Total Direct Compensation (Incl LTI)	7	23	217.6	---	184.6	216.9	224.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	23	189.9	---	158.8	188.0	194.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	23	219.9	---	184.6	220.6	227.9	---
Total Compensation (Incl Perqs)	7	23	222.4	---	188.0	220.6	229.6	---
TARGET COMPENSATION								
Target Bonus Amount	6	15	33.1	---	25.6	26.9	41.4	---
Target Bonus as % of Base	6	15	21	---	17	19	24	---
Target Cash Compensation	7	23	184.9	---	158.8	183.9	192.9	---
Target Total Direct Compensation (Incl LTI)	7	23	215.0	---	169.7	208.7	237.8	---
Target Total Compensation (Incl Perqs)	7	23	217.4	---	173.1	211.8	242.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	16	31.8	---	15.8	32.6	45.4	---
LTI as % of Base	7	16	20	---	10	22	25	---
Total Perquisite Amount	5	13	3.4	---	1.7	3.4	5.1	---
SCOPE VARIABLES								
Company Revenue (millions)	7	23	7,229.8	---	1,866.3	3,922.8	10,461.5	---

Bonus Eligibility
86% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility
13% No
88% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AFB – Accounting
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	36	233	115.3	82.9	103.0	118.8	129.5	140.3
Actual Bonus Amount	31	207	21.2	9.0	12.3	19.3	29.0	37.2
Actual Bonus as % of Base	31	207	18	9	12	16	23	29
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	36	233	133.4	91.6	119.1	138.0	151.7	166.8
Actual Total Direct Compensation (Incl LTI)	36	233	144.4	91.6	119.1	145.0	178.1	190.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	18	8.4	---	0.8	5.4	14.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	233	133.9	91.6	119.1	138.7	152.7	167.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	36	233	144.9	91.6	119.1	145.0	178.9	194.8
Total Compensation (Incl Perqs)	36	233	145.9	91.6	119.3	145.0	179.0	195.2
TARGET COMPENSATION								
Target Bonus Amount	30	171	18.3	9.7	11.8	17.7	23.5	27.6
Target Bonus as % of Base	30	171	16	10	11	15	18	25
Target Cash Compensation	35	196	130.9	88.0	118.2	136.7	149.8	162.0
Target Total Direct Compensation (Incl LTI)	35	196	141.5	88.0	118.2	140.7	172.3	192.1
Target Total Compensation (Incl Perqs)	35	196	142.5	88.0	118.9	140.7	174.5	192.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	105	25.6	11.1	14.1	25.7	31.7	45.5
LTI as % of Base	17	105	21	9	12	18	25	39
Total Perquisite Amount	17	84	2.2	0.3	0.4	0.8	3.9	6.7
SCOPE VARIABLES								
Company Revenue (millions)	36	233	5,637.0	680.0	1,288.6	3,256.9	8,050.5	14,767.9

Bonus Eligibility	
85%	Eligible
1%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
14%	Not eligible

LTI Eligibility	
55%	No
45%	Yes

Hourly Rate Eligibility	
96%	No
4%	Yes

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	30	235	68.5	56.9	60.9	67.6	74.1	84.1
Actual Bonus Amount	26	211	6.6	2.4	3.7	6.5	8.7	11.7
Actual Bonus as % of Base	26	211	10	4	6	9	13	17
Hourly Rate	5	32	33	---	26	33	40	---
Actual Cash Compensation	30	235	74.0	57.5	66.6	74.2	80.3	87.8
Actual Total Direct Compensation (Incl LTI)	30	235	76.0	57.5	71.1	76.7	82.2	87.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	8	5.4	---	0.6	0.8	12.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	30	235	74.3	57.5	66.6	74.2	80.3	87.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	30	235	76.3	57.5	71.1	76.7	82.2	87.8
Total Compensation (Incl Perqs)	30	235	76.9	57.5	71.9	77.2	83.6	87.8
TARGET COMPENSATION								
Target Bonus Amount	25	197	6.7	2.6	5.1	6.5	8.4	10.5
Target Bonus as % of Base	25	197	10	5	8	10	12	15
Target Cash Compensation	29	218	74.4	56.7	67.9	75.6	80.5	88.4
Target Total Direct Compensation (Incl LTI)	29	218	76.3	56.7	70.9	77.5	82.4	88.4
Target Total Compensation (Incl Perqs)	29	218	76.9	56.7	70.9	77.6	83.5	88.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	48	6.3	3.5	3.9	6.2	7.5	10.9
LTI as % of Base	11	48	10	5	6	9	12	18
Total Perquisite Amount	15	112	1.2	0.3	0.4	0.5	2.0	3.1
SCOPE VARIABLES								
Company Revenue (millions)	30	235	6,281.9	546.8	1,184.5	3,433.0	10,476.9	20,625.3

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
83% Eligible	62% No	85% No
1% Eligible but payment not received for poor performance reasons	38% Yes	15% Yes
0% Eligible but payment not received due to insufficient time on the job		
16% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	43	289	143.2	103.7	128.4	145.7	159.0	174.9
Actual Bonus Amount	40	267	32.7	14.3	21.9	31.4	40.5	51.7
Actual Bonus as % of Base	40	267	22	11	14	21	26	33
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	43	289	173.5	107.2	152.7	183.4	197.0	218.2
Actual Total Direct Compensation (Incl LTI)	43	289	197.5	107.2	157.0	201.8	243.5	267.5
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	17	9.8	---	0.8	7.0	19.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	43	289	174.8	107.2	152.7	184.2	201.5	219.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	43	289	198.7	107.2	157.0	206.9	243.5	267.9
Total Compensation (Incl Perqs)	43	289	200.7	107.2	157.0	209.7	247.4	271.4
TARGET COMPENSATION								
Target Bonus Amount	39	266	29.1	11.3	20.9	29.5	33.5	44.2
Target Bonus as % of Base	39	266	20	10	15	20	22	28
Target Cash Compensation	42	288	170.1	105.1	155.6	176.4	188.7	209.2
Target Total Direct Compensation (Incl LTI)	42	288	193.4	105.1	158.9	198.4	236.0	255.1
Target Total Compensation (Incl Perqs)	42	288	195.4	105.1	158.9	200.6	236.1	259.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	27	165	41.0	16.2	19.6	32.2	54.4	77.7
LTI as % of Base	27	165	26	9	14	21	37	51
Total Perquisite Amount	23	152	4.7	0.3	0.8	3.8	6.7	9.0
SCOPE VARIABLES								
Company Revenue (millions)	43	289	5,664.3	617.7	1,266.1	2,943.2	6,552.0	16,311.9

Bonus Eligibility
93% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility
40% No
60% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	158	178.8	131.6	155.0	184.6	201.8	222.2
Actual Bonus Amount	32	145	50.8	16.3	26.8	50.1	63.2	98.1
Actual Bonus as % of Base	32	145	27	13	17	27	34	47
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	34	158	226.3	137.1	178.9	233.2	253.0	304.0
Actual Total Direct Compensation (Incl LTI)	34	158	288.3	137.1	213.2	276.8	373.2	441.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	13	11.9	---	1.4	6.8	25.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	158	227.9	137.1	178.9	233.2	258.2	304.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	34	158	289.9	137.1	214.9	283.6	373.3	441.1
Total Compensation (Incl Perqs)	34	158	296.0	137.1	218.7	295.4	387.6	450.8
TARGET COMPENSATION								
Target Bonus Amount	31	130	45.4	19.4	34.7	46.5	55.3	68.7
Target Bonus as % of Base	31	130	24	15	20	25	30	35
Target Cash Compensation	33	142	221.8	135.3	186.8	235.0	251.1	274.0
Target Total Direct Compensation (Incl LTI)	33	142	281.5	135.3	215.7	265.6	358.4	413.9
Target Total Compensation (Incl Perqs)	33	142	287.6	135.3	220.4	271.0	370.4	423.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	27	115	80.9	20.5	33.8	74.7	125.8	151.1
LTI as % of Base	27	115	42	9	19	40	60	85
Total Perquisite Amount	20	98	10.5	2.7	5.4	9.2	15.3	20.9
SCOPE VARIABLES								
Company Revenue (millions)	34	158	7,323.8	1,037.0	1,915.6	4,022.5	10,925.7	19,533.8

Bonus Eligibility
92% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
8% Not eligible

LTI Eligibility
26% No
74% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFB – Accounting
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	31	204.2	144.3	181.0	206.5	228.0	262.8
Actual Bonus Amount	13	28	71.0	18.6	37.6	71.1	90.0	136.9
Actual Bonus as % of Base	13	28	33	12	21	36	40	59
Hourly Rate	0	----	----	----	----	----	----	----
Actual Cash Compensation	14	31	270.2	158.6	213.8	283.3	311.9	385.1
Actual Total Direct Compensation (Incl LTI)	14	31	365.3	158.6	225.6	392.4	487.3	555.6
Actual Retention Bonus	0	----	----	----	----	----	----	----
Total Variable Payments – Excl Actual Bonus	0	----	----	----	----	----	----	----
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	31	270.2	158.6	213.8	283.3	311.9	385.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	31	365.3	158.6	225.6	392.4	487.3	555.6
Total Compensation (Incl Perqs)	14	31	372.7	159.9	228.2	404.2	497.7	566.7
TARGET COMPENSATION								
Target Bonus Amount	12	25	54.5	19.0	45.0	57.8	67.2	81.0
Target Bonus as % of Base	12	25	26	12	25	27	30	30
Target Cash Compensation	13	28	256.1	151.9	209.0	265.3	297.5	346.3
Target Total Direct Compensation (Incl LTI)	13	28	344.1	151.9	209.0	337.2	457.0	527.4
Target Total Compensation (Incl Perqs)	13	28	351.6	153.4	210.7	355.4	463.3	548.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	23	134.1	30.3	65.5	145.0	192.7	253.2
LTI as % of Base	10	23	61	15	29	66	89	117
Total Perquisite Amount	10	19	10.3	2.6	4.2	6.8	15.3	27.1
SCOPE VARIABLES								
Company Revenue (millions)	14	31	8,291.8	852.0	3,608.6	4,367.2	12,226.7	22,669.2

Bonus Eligibility

93% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility

31% No
69% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	37	520	79.1	62.6	69.4	78.7	87.6	95.4
Actual Bonus Amount	29	442	9.8	3.6	6.6	9.4	12.8	16.7
Actual Bonus as % of Base	29	442	12	5	8	12	16	20
Hourly Rate	5	27	40	---	34	37	47	---
Actual Cash Compensation	37	520	86.8	62.9	72.6	88.4	97.5	106.9
Actual Total Direct Compensation (Incl LTI)	37	520	89.2	62.9	79.0	91.1	100.8	108.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	28	9.4	---	1.1	4.4	11.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	37	520	87.4	62.9	72.6	88.6	99.0	109.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	37	520	89.8	62.9	79.0	91.1	100.8	110.1
Total Compensation (Incl Perqs)	37	520	90.7	62.9	80.0	92.9	103.5	110.7
TARGET COMPENSATION								
Target Bonus Amount	28	316	9.0	3.3	7.0	9.0	11.5	13.2
Target Bonus as % of Base	28	316	11	7	9	12	15	16
Target Cash Compensation	36	394	86.4	62.4	77.3	87.6	96.9	107.1
Target Total Direct Compensation (Incl LTI)	36	394	88.7	62.4	83.1	91.2	97.3	109.2
Target Total Compensation (Incl Perqs)	36	394	89.6	62.4	83.2	92.7	99.9	109.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	222	7.3	3.7	4.6	6.8	8.9	13.2
LTI as % of Base	14	222	10	4	5	9	12	19
Total Perquisite Amount	15	149	2.2	0.3	0.4	1.0	2.2	8.0
SCOPE VARIABLES								
Company Revenue (millions)	37	520	6,501.2	688.8	1,828.6	3,922.8	10,492.2	19,272.1

Bonus Eligibility
78% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
22% Not eligible

LTI Eligibility
59% No
41% Yes

Hourly Rate Eligibility
88% No
12% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : AFB – Accounting
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	42	914	94.1	75.3	84.9	94.6	103.5	115.4
Actual Bonus Amount	36	660	12.8	5.4	7.7	11.5	18.1	19.5
Actual Bonus as % of Base	36	660	13	7	9	12	17	21
Hourly Rate	5	62	45	---	40	46	50	---
Actual Cash Compensation	42	914	104.6	75.9	92.0	104.9	116.8	130.7
Actual Total Direct Compensation (Incl LTI)	42	914	108.4	75.9	92.4	111.3	123.3	132.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	50	9.0	---	0.8	3.0	17.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	42	914	105.0	75.9	92.0	104.9	117.9	130.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	42	914	108.9	75.9	92.4	111.7	126.0	134.0
Total Compensation (Incl Perqs)	42	914	109.9	75.9	92.4	113.4	127.7	134.3
TARGET COMPENSATION								
Target Bonus Amount	35	570	12.3	6.4	8.9	11.5	15.5	18.3
Target Bonus as % of Base	35	570	13	8	10	12	15	17
Target Cash Compensation	41	817	104.3	75.8	93.5	105.1	116.5	128.9
Target Total Direct Compensation (Incl LTI)	41	817	108.0	75.8	93.5	111.9	123.1	130.9
Target Total Compensation (Incl Perqs)	41	817	109.1	75.8	93.5	112.9	124.4	132.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	345	11.1	4.6	6.7	11.4	13.6	19.0
LTI as % of Base	19	345	12	5	6	11	15	20
Total Perquisite Amount	19	298	2.3	0.3	0.4	1.0	2.5	5.4
SCOPE VARIABLES								
Company Revenue (millions)	42	914	5,936.9	638.3	1,847.5	3,746.7	9,027.8	13,304.5

Bonus Eligibility	
81%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
18%	Not eligible

LTI Eligibility	
59%	No
41%	Yes

Hourly Rate Eligibility	
90%	No
10%	Yes

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	33	742	118.4	99.8	109.1	118.7	123.3	146.8
Actual Bonus Amount	30	454	19.6	9.4	15.0	19.2	25.0	31.5
Actual Bonus as % of Base	30	454	16	8	13	16	20	26
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	33	742	136.2	103.3	126.3	137.6	146.0	157.8
Actual Total Direct Compensation (Incl LTI)	33	742	144.7	103.3	129.1	146.3	162.1	175.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	34	8.6	---	1.0	3.7	16.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	33	742	136.8	103.3	126.3	138.0	146.9	157.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	33	742	145.3	103.3	129.1	147.6	163.8	175.7
Total Compensation (Incl Perqs)	33	742	146.6	103.3	129.1	148.1	165.5	176.5
TARGET COMPENSATION								
Target Bonus Amount	29	399	18.6	10.3	15.5	18.2	21.7	27.0
Target Bonus as % of Base	29	399	16	10	13	15	19	22
Target Cash Compensation	32	683	135.7	102.7	129.3	136.5	141.9	159.6
Target Total Direct Compensation (Incl LTI)	32	683	144.2	102.7	133.8	146.9	160.0	173.1
Target Total Compensation (Incl Perqs)	32	683	145.4	102.7	133.8	147.5	162.0	173.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	268	18.9	9.4	10.6	20.8	22.7	31.9
LTI as % of Base	20	268	16	7	8	16	19	26
Total Perquisite Amount	16	250	2.5	0.3	0.5	1.8	4.9	6.0
SCOPE VARIABLES								
Company Revenue (millions)	33	742	6,950.9	1,234.8	2,256.1	4,045.0	11,328.5	19,440.1

Bonus Eligibility

91% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
9% Not eligible

LTI Eligibility

45% No
55% Yes

Hourly Rate Eligibility

97% No
3% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFB – Accounting
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	105	154.0	123.3	144.6	151.8	166.7	184.7
Actual Bonus Amount	20	80	33.4	10.1	22.4	34.0	42.1	63.2
Actual Bonus as % of Base	20	80	21	7	14	22	29	34
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	22	105	183.9	140.7	159.1	190.5	200.0	224.6
Actual Total Direct Compensation (Incl LTI)	22	105	206.2	151.4	175.8	209.0	227.8	282.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	105	184.0	140.7	159.1	190.5	200.0	224.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	22	105	206.3	151.4	175.8	209.3	227.8	282.8
Total Compensation (Incl Perqs)	22	105	208.2	151.4	180.2	209.9	230.0	286.4
TARGET COMPENSATION								
Target Bonus Amount	19	76	32.1	22.4	28.2	30.6	36.9	40.5
Target Bonus as % of Base	19	76	21	15	18	20	24	30
Target Cash Compensation	21	101	183.7	142.4	173.5	183.3	198.8	207.1
Target Total Direct Compensation (Incl LTI)	21	101	205.7	149.4	181.8	209.7	224.2	263.0
Target Total Compensation (Incl Perqs)	21	101	207.7	149.4	187.3	209.7	226.1	269.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	72	35.1	18.0	25.5	35.0	40.3	57.4
LTI as % of Base	15	72	23	10	16	24	27	35
Total Perquisite Amount	11	64	3.8	0.4	2.7	3.5	5.2	7.2
SCOPE VARIABLES								
Company Revenue (millions)	22	105	8,452.8	1,045.8	2,300.3	4,361.2	13,252.7	18,715.6

Bonus Eligibility	
87%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
13%	Not eligible

LTI Eligibility	
18%	No
82%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	6	196.4	---	180.0	196.5	209.0	---
Actual Bonus Amount	6	6	59.1	---	40.2	69.6	73.1	---
Actual Bonus as % of Base	6	6	30	---	21	34	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	6	255.6	---	226.2	262.9	280.9	---
Actual Total Direct Compensation (Incl LTI)	6	6	325.1	---	282.4	318.9	383.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	255.6	---	226.2	262.9	280.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	6	325.1	---	282.4	318.9	383.9	---
Total Compensation (Incl Perqs)	6	6	333.8	---	293.2	330.3	390.7	---
TARGET COMPENSATION								
Target Bonus Amount	6	6	48.9	---	42.0	48.8	56.1	---
Target Bonus as % of Base	6	6	25	---	21	25	29	---
Target Cash Compensation	6	6	245.4	---	224.6	243.5	265.1	---
Target Total Direct Compensation (Incl LTI)	6	6	314.9	---	271.8	313.3	362.1	---
Target Total Compensation (Incl Perqs)	6	6	323.6	---	283.9	323.9	368.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	5	83.4	---	44.1	75.0	127.0	---
LTI as % of Base	5	5	42	---	23	40	62	---
Total Perquisite Amount	5	5	10.4	---	6.4	9.0	15.2	---
SCOPE VARIABLES								
Company Revenue (millions)	6	6	11,113.8	---	2,793.5	8,028.4	20,519.8	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	17%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	83%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	74	48.8	36.1	44.9	46.5	54.2	65.7
Actual Bonus Amount	6	54	4.4	---	2.9	4.7	5.3	---
Actual Bonus as % of Base	6	54	9	---	8	10	11	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	10	74	51.4	39.2	46.2	49.0	60.1	66.3
Actual Total Direct Compensation (Incl LTI)	10	74	53.1	39.2	46.2	50.1	61.6	70.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	74	51.4	39.2	46.2	49.0	60.1	66.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	74	53.1	39.2	46.2	50.1	61.6	70.0
Total Compensation (Incl Perqs)	10	74	53.4	39.2	46.2	50.1	62.0	71.6
TARGET COMPENSATION								
Target Bonus Amount	5	20	4.4	---	2.8	4.4	5.9	---
Target Bonus as % of Base	5	20	9	---	7	10	11	---
Target Cash Compensation	9	38	51.5	---	46.0	48.5	60.4	---
Target Total Direct Compensation (Incl LTI)	9	38	53.1	---	46.0	49.1	63.7	---
Target Total Compensation (Incl Perqs)	9	38	53.5	---	46.0	49.1	63.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	10	74	8,465.7	642.3	1,254.8	2,473.7	14,154.5	33,608.9

Bonus Eligibility
59% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
40% Not eligible

LTI Eligibility
70% No
30% Yes

Hourly Rate Eligibility
80% No
20% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	32	256	57.3	46.6	51.3	58.1	62.1	67.3
Actual Bonus Amount	23	161	5.2	2.1	2.9	4.2	7.5	9.4
Actual Bonus as % of Base	23	161	9	4	5	8	12	14
Hourly Rate	6	87	31	---	25	29	39	---
Actual Cash Compensation	32	256	60.9	48.9	56.5	60.5	67.4	72.4
Actual Total Direct Compensation (Incl LTI)	32	256	61.9	48.9	57.8	61.8	67.7	73.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	32	256	61.2	48.9	56.5	61.1	68.1	72.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	32	256	62.2	48.9	58.2	62.1	68.6	73.5
Total Compensation (Incl Perqs)	32	256	62.6	48.9	58.4	62.5	68.6	75.0
TARGET COMPENSATION								
Target Bonus Amount	23	145	5.1	2.0	3.2	5.0	5.9	8.3
Target Bonus as % of Base	23	145	9	5	6	9	10	13
Target Cash Compensation	31	237	61.1	48.5	55.5	62.5	66.9	73.0
Target Total Direct Compensation (Incl LTI)	31	237	62.0	48.5	56.2	62.5	68.2	73.8
Target Total Compensation (Incl Perqs)	31	237	62.4	48.5	56.4	63.0	68.5	74.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	46	4.6	---	2.5	4.7	5.3	---
LTI as % of Base	7	46	8	---	4	8	11	---
Total Perquisite Amount	12	57	1.5	0.3	0.5	1.1	2.0	4.9
SCOPE VARIABLES								
Company Revenue (millions)	32	256	6,152.7	357.1	1,483.6	3,433.0	7,826.7	21,536.0

Bonus Eligibility
69% Eligible
3% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
27% Not eligible

LTI Eligibility
72% No
28% Yes

Hourly Rate Eligibility
84% No
16% Yes

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	238	69.0	58.3	63.2	68.2	72.5	82.0
Actual Bonus Amount	27	191	6.4	2.5	4.4	6.0	9.3	10.8
Actual Bonus as % of Base	27	191	9	4	7	8	13	15
Hourly Rate	5	48	36	---	31	33	43	---
Actual Cash Compensation	31	238	74.0	58.9	68.1	74.3	78.7	89.2
Actual Total Direct Compensation (Incl LTI)	31	238	75.8	59.0	68.4	74.3	83.4	92.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	27	4.3	---	0.6	1.5	11.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	238	74.6	58.9	68.4	74.3	78.7	92.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	238	76.3	59.0	70.1	74.3	83.4	92.5
Total Compensation (Incl Perqs)	31	238	77.0	59.0	70.1	75.2	84.7	92.8
TARGET COMPENSATION								
Target Bonus Amount	26	174	7.0	2.2	4.1	6.0	7.6	12.5
Target Bonus as % of Base	26	174	10	4	7	9	10	16
Target Cash Compensation	30	219	74.3	58.5	67.2	73.9	78.2	89.9
Target Total Direct Compensation (Incl LTI)	30	219	76.0	58.5	70.0	74.0	81.4	92.6
Target Total Compensation (Incl Perqs)	30	219	76.7	58.5	70.0	74.9	83.2	92.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	52	6.4	---	3.8	5.3	8.7	---
LTI as % of Base	9	52	9	---	6	8	11	---
Total Perquisite Amount	11	71	2.0	0.3	0.5	1.2	2.8	5.6
SCOPE VARIABLES								
Company Revenue (millions)	31	238	6,371.6	757.5	1,932.0	4,045.0	8,550.0	17,364.1

Bonus Eligibility

81% Eligible

0% Eligible but payment not received for poor performance reasons

0% Eligible but payment not received due to insufficient time on the job

19% Not eligible

LTI Eligibility

70% No

30% Yes

Hourly Rate Eligibility

84% No

16% Yes

All values in Canadian Dollar

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	77	76.8	62.6	70.6	76.3	83.8	89.4
Actual Bonus Amount	19	60	7.8	2.2	4.0	6.4	11.0	16.1
Actual Bonus as % of Base	19	60	10	3	6	10	14	19
Hourly Rate	5	12	39	---	36	37	41	---
Actual Cash Compensation	23	77	83.1	67.7	74.9	83.2	89.3	102.8
Actual Total Direct Compensation (Incl LTI)	23	77	85.8	67.7	74.9	85.9	93.5	109.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	10	3.3	---	0.3	0.9	7.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	77	83.4	67.7	74.9	83.2	89.3	103.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	77	86.0	67.7	74.9	86.1	93.6	110.2
Total Compensation (Incl Perqs)	23	77	87.0	67.7	75.8	86.1	94.3	115.3
TARGET COMPENSATION								
Target Bonus Amount	18	48	8.0	3.4	4.3	7.9	10.3	14.1
Target Bonus as % of Base	18	48	10	5	7	10	12	16
Target Cash Compensation	22	65	83.5	66.8	74.8	84.8	90.1	102.3
Target Total Direct Compensation (Incl LTI)	22	65	86.0	66.8	74.8	86.5	92.7	109.8
Target Total Compensation (Incl Perqs)	22	65	87.0	66.8	75.4	86.7	94.3	114.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	29	8.3	---	4.8	6.1	7.7	---
LTI as % of Base	8	29	11	---	5	8	11	---
Total Perquisite Amount	11	29	2.0	0.1	0.4	1.0	2.2	7.4
SCOPE VARIABLES								
Company Revenue (millions)	23	77	6,667.4	841.7	2,167.7	4,045.0	10,461.5	19,320.6

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
81% Eligible	64% No	77% No
0% Eligible but payment not received for poor performance reasons	36% Yes	23% Yes
0% Eligible but payment not received due to insufficient time on the job		
19% Not eligible		

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFC – Credit and Collections
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	6	120.6	---	104.0	117.0	140.9	---
Actual Bonus Amount	6	6	19.9	---	11.9	16.8	27.1	---
Actual Bonus as % of Base	6	6	16	---	11	14	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	6	140.5	---	115.9	137.9	161.8	---
Actual Total Direct Compensation (Incl LTI)	6	6	143.7	---	115.9	147.4	161.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	140.9	---	115.9	137.9	163.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	6	144.0	---	115.9	147.4	163.3	---
Total Compensation (Incl Perqs)	6	6	144.3	---	116.2	147.5	163.3	---
TARGET COMPENSATION								
Target Bonus Amount	6	6	17.8	---	10.4	18.7	21.9	---
Target Bonus as % of Base	6	6	14	---	10	15	18	---
Target Cash Compensation	6	6	138.4	---	114.3	135.7	162.8	---
Target Total Direct Compensation (Incl LTI)	6	6	141.6	---	114.3	145.1	162.8	---
Target Total Compensation (Incl Perqs)	6	6	141.8	---	114.6	145.3	162.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	6	8,134.5	---	1,723.0	2,793.5	16,660.0	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
100% Eligible	67% No	100% No
0% Eligible but payment not received for poor performance reasons	33% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
0% Not eligible		

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Function : AFC – Credit and Collections
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	25	66.0	---	58.3	67.8	76.0	---
Actual Bonus Amount	5	23	7.2	---	2.6	7.4	11.6	---
Actual Bonus as % of Base	5	23	11	---	5	11	16	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	6	25	71.9	---	58.9	77.4	83.4	---
Actual Total Direct Compensation (Incl LTI)	6	25	71.9	---	58.9	77.4	83.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	25	71.9	---	58.9	77.4	83.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	25	71.9	---	58.9	77.4	83.4	---
Total Compensation (Incl Perqs)	6	25	72.1	---	58.9	77.7	83.5	---
TARGET COMPENSATION								
Target Bonus Amount	5	23	6.7	---	2.3	7.9	10.5	---
Target Bonus as % of Base	5	23	10	---	4	12	14	---
Target Cash Compensation	6	25	71.6	---	58.8	76.5	82.8	---
Target Total Direct Compensation (Incl LTI)	6	25	71.6	---	58.8	76.5	82.8	---
Target Total Compensation (Incl Perqs)	6	25	71.7	---	58.8	76.7	83.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	25	8,245.7	---	1,686.8	3,199.5	16,660.0	---

Bonus Eligibility
82% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
18% Not eligible

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
83% No
17% Yes

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Function : AFC – Credit and Collections
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	11	143.2	---	96.8	154.2	174.7	---
Actual Bonus Amount	7	11	36.1	---	14.5	43.0	49.7	---
Actual Bonus as % of Base	7	11	24	---	15	28	30	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	11	179.3	---	111.3	197.2	214.0	---
Actual Total Direct Compensation (Incl LTI)	7	11	198.7	---	111.3	208.5	266.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	11	179.3	---	111.3	197.2	214.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	11	198.7	---	111.3	208.5	266.0	---
Total Compensation (Incl Perqs)	7	11	200.1	---	111.3	213.0	266.0	---
TARGET COMPENSATION								
Target Bonus Amount	7	11	31.7	---	24.2	32.9	36.4	---
Target Bonus as % of Base	7	11	22	---	20	20	25	---
Target Cash Compensation	7	11	174.9	---	121.0	197.2	209.7	---
Target Total Direct Compensation (Incl LTI)	7	11	194.4	---	121.0	209.7	245.4	---
Target Total Compensation (Incl Perqs)	7	11	195.7	---	121.0	214.2	245.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	11	8,379.5	---	2,397.0	3,570.6	18,370.4	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	43%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	57%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : AFC – Credit and Collections
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	5	155.9	---	136.2	167.0	170.0	---
Actual Bonus Amount	4	4	35.8	---	---	38.7	---	---
Actual Bonus as % of Base	4	4	23	---	---	24	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	5	184.5	---	157.3	184.1	212.0	---
Actual Total Direct Compensation (Incl LTI)	5	5	211.7	---	182.5	206.2	243.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	5	184.8	---	157.3	184.1	212.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	5	212.0	---	182.5	206.2	244.5	---
Total Compensation (Incl Perqs)	5	5	213.2	---	182.5	206.2	247.3	---
TARGET COMPENSATION								
Target Bonus Amount	5	5	38.9	---	35.1	37.5	43.4	---
Target Bonus as % of Base	5	5	25	---	23	25	28	---
Target Cash Compensation	5	5	194.8	---	173.3	200.4	213.4	---
Target Total Direct Compensation (Incl LTI)	5	5	222.0	---	199.6	209.5	250.6	---
Target Total Compensation (Incl Perqs)	5	5	223.1	---	199.6	209.9	253.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	34.0	---	---	26.3	---	---
LTI as % of Base	4	4	22	---	---	20	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	5	8,820.7	---	1,023.7	10,461.5	15,797.2	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
80%	Eligible	0%	No	100%	No
20%	Eligible but payment not received for poor performance reasons	100%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFC – Credit and Collections
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	50	74.6	---	70.7	74.0	84.3	---
Actual Bonus Amount	7	48	11.0	---	8.7	10.1	14.2	---
Actual Bonus as % of Base	7	48	14	---	12	14	16	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	8	50	83.8	---	73.8	83.1	97.7	---
Actual Total Direct Compensation (Incl LTI)	8	50	84.6	---	74.3	83.6	97.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	50	83.8	---	73.8	83.1	97.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	50	84.6	---	74.3	83.6	97.7	---
Total Compensation (Incl Perqs)	8	50	85.4	---	74.3	84.8	99.1	---
TARGET COMPENSATION								
Target Bonus Amount	7	49	9.6	---	6.2	9.7	12.8	---
Target Bonus as % of Base	7	49	13	---	10	13	15	---
Target Cash Compensation	8	50	83.1	---	73.7	82.5	96.3	---
Target Total Direct Compensation (Incl LTI)	8	50	83.8	---	73.7	83.9	97.5	---
Target Total Compensation (Incl Perqs)	8	50	84.7	---	73.7	85.1	98.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	5	2.2	---	---	1.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	50	12,744.8	---	4,011.3	12,679.0	21,094.7	---

Bonus Eligibility
83% Eligible
4% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
63% No
38% Yes

Hourly Rate Eligibility
95% No
5% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFC – Credit and Collections
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	29	90.2	60.8	67.4	97.8	104.7	113.2
Actual Bonus Amount	11	28	12.9	5.1	6.2	14.0	19.6	21.9
Actual Bonus as % of Base	11	28	14	6	9	14	20	22
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	29	103.0	66.5	75.1	114.8	121.6	128.0
Actual Total Direct Compensation (Incl LTI)	11	29	104.7	66.5	75.1	114.8	122.4	134.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	29	103.4	66.5	75.1	114.8	125.5	128.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	29	105.1	66.5	75.1	114.8	125.5	134.3
Total Compensation (Incl Perqs)	11	29	105.9	66.5	75.1	120.1	125.9	134.5
TARGET COMPENSATION								
Target Bonus Amount	11	28	12.1	4.6	6.4	13.2	15.7	19.1
Target Bonus as % of Base	11	28	13	7	10	14	15	19
Target Cash Compensation	11	29	102.3	65.2	73.5	112.9	120.4	130.0
Target Total Direct Compensation (Incl LTI)	11	29	104.0	65.2	73.5	112.9	127.8	133.4
Target Total Compensation (Incl Perqs)	11	29	104.7	65.2	73.5	115.2	127.8	133.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	5	1.7	---	0.3	0.5	3.8	---
SCOPE VARIABLES								
Company Revenue (millions)	11	29	9,711.4	2,397.4	4,000.0	8,550.0	13,224.0	25,248.5

Bonus Eligibility

98% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
2% Not eligible

LTI Eligibility

64% No
36% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFC – Credit and Collections
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	8	122.4	---	112.0	124.5	131.7	---
Actual Bonus Amount	5	8	22.5	---	11.8	22.5	33.1	---
Actual Bonus as % of Base	5	8	18	---	10	18	27	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	8	144.9	---	132.3	147.7	156.0	---
Actual Total Direct Compensation (Incl LTI)	5	8	148.8	---	132.3	147.7	165.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	8	145.4	---	132.3	147.7	157.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	8	149.3	---	132.3	147.7	167.0	---
Total Compensation (Incl Perqs)	5	8	149.5	---	132.6	147.7	167.2	---
TARGET COMPENSATION								
Target Bonus Amount	5	8	20.4	---	16.0	20.7	24.6	---
Target Bonus as % of Base	5	8	17	---	14	15	20	---
Target Cash Compensation	5	8	142.7	---	129.9	144.7	154.5	---
Target Total Direct Compensation (Incl LTI)	5	8	146.7	---	129.9	150.1	161.6	---
Target Total Compensation (Incl Perqs)	5	8	146.8	---	130.2	150.5	161.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	8	9,171.1	---	2,190.5	4,045.0	18,714.7	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	60%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	40%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

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Company weighted statistics

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Function : AFC – Credit and Collections
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	8	69.1	---	63.1	70.2	74.6	---
Actual Bonus Amount	5	8	7.1	---	5.2	7.4	8.9	---
Actual Bonus as % of Base	5	8	10	---	8	10	13	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	5	8	76.3	---	69.9	79.1	81.2	---
Actual Total Direct Compensation (Incl LTI)	5	8	76.3	---	69.9	79.1	81.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	8	76.3	---	69.9	79.1	81.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	8	76.3	---	69.9	79.1	81.2	---
Total Compensation (Incl Perqs)	5	8	76.3	---	69.9	79.1	81.2	---
TARGET COMPENSATION								
Target Bonus Amount	5	8	5.6	---	4.1	6.3	6.8	---
Target Bonus as % of Base	5	8	8	---	6	9	10	---
Target Cash Compensation	5	8	74.7	---	68.2	77.2	80.1	---
Target Total Direct Compensation (Incl LTI)	5	8	74.7	---	68.2	77.2	80.1	---
Target Total Compensation (Incl Perqs)	5	8	74.7	---	68.2	77.2	80.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	8	8,776.6	---	2,599.0	3,167.0	17,759.0	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	80%	No	75%	No
0%	Eligible but payment not received for poor performance reasons	20%	Yes	25%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : AFT – Financial Analysis and Tax
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	97	68.1	56.0	62.3	68.2	72.7	78.1
Actual Bonus Amount	14	60	7.6	2.5	5.9	7.1	10.4	12.7
Actual Bonus as % of Base	14	60	12	4	8	11	15	20
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	21	97	73.1	57.9	67.9	73.3	78.8	86.8
Actual Total Direct Compensation (Incl LTI)	21	97	73.7	58.9	68.7	74.9	78.8	86.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	97	73.1	57.9	67.9	73.2	78.8	86.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	97	73.7	58.9	68.7	74.9	78.8	86.8
Total Compensation (Incl Perqs)	21	97	74.4	58.9	70.1	75.7	80.7	87.3
TARGET COMPENSATION								
Target Bonus Amount	14	61	7.5	4.7	6.2	6.5	10.2	11.0
Target Bonus as % of Base	14	61	12	7	9	10	15	19
Target Cash Compensation	20	96	74.0	62.1	69.5	73.8	78.4	88.1
Target Total Direct Compensation (Incl LTI)	20	96	74.5	62.1	70.7	75.0	78.4	88.1
Target Total Compensation (Incl Perqs)	20	96	75.2	62.1	72.0	75.9	78.5	88.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	7	4.0	---	---	3.8	---	---
LTI as % of Base	4	7	6	---	---	6	---	---
Total Perquisite Amount	8	41	1.7	---	0.5	0.9	2.4	---
SCOPE VARIABLES								
Company Revenue (millions)	21	97	8,242.5	553.6	1,155.0	3,570.6	12,864.5	26,584.2

Bonus Eligibility

66% Eligible
5% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
29% Not eligible

LTI Eligibility

76% No
24% Yes

Hourly Rate Eligibility

92% No
8% Yes

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Function : AFT – Financial Analysis and Tax
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	74	120.2	95.4	108.6	122.9	133.2	140.2
Actual Bonus Amount	17	65	21.9	10.2	13.1	21.6	26.0	41.2
Actual Bonus as % of Base	17	65	18	8	11	16	22	33
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	20	74	138.8	99.9	121.2	141.5	159.1	165.6
Actual Total Direct Compensation (Incl LTI)	20	74	148.3	100.0	125.9	141.5	175.0	195.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	74	138.9	99.9	121.2	141.5	159.1	165.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	74	148.5	100.0	125.9	141.5	175.0	195.6
Total Compensation (Incl Perqs)	20	74	149.7	100.0	129.6	141.5	175.7	195.7
TARGET COMPENSATION								
Target Bonus Amount	16	59	20.6	9.6	14.3	19.8	25.8	33.3
Target Bonus as % of Base	16	59	17	9	11	16	20	27
Target Cash Compensation	19	67	137.1	98.9	118.1	141.6	158.1	162.6
Target Total Direct Compensation (Incl LTI)	19	67	144.8	98.9	127.0	141.6	164.7	194.4
Target Total Compensation (Incl Perqs)	19	67	146.1	98.9	127.0	141.6	167.4	194.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	30	25.8	---	13.2	20.3	40.9	---
LTI as % of Base	8	30	20	---	10	18	31	---
Total Perquisite Amount	10	19	5.4	0.3	0.4	0.9	7.6	29.0
SCOPE VARIABLES								
Company Revenue (millions)	20	74	7,420.0	551.2	1,305.0	3,433.0	9,983.6	26,776.1

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
84%	Eligible	55%	No	97%	No
0%	Eligible but payment not received for poor performance reasons	45%	Yes	3%	Yes
1%	Eligible but payment not received due to insufficient time on the job				
15%	Not eligible				

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Function : AFT – Financial Analysis and Tax
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	234	151.3	111.2	135.9	154.9	169.9	193.0
Actual Bonus Amount	35	205	38.9	11.8	20.3	33.0	44.8	75.9
Actual Bonus as % of Base	35	205	24	10	15	22	28	42
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	39	234	186.1	111.2	156.3	186.4	215.6	245.5
Actual Total Direct Compensation (Incl LTI)	39	234	209.9	111.2	156.3	208.7	248.2	331.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	10	11.1	---	1.0	4.4	11.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	234	187.2	111.2	156.3	186.4	228.7	245.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	39	234	211.0	111.2	156.3	216.3	254.5	331.2
Total Compensation (Incl Perqs)	39	234	213.1	111.2	156.3	216.6	254.5	335.1
TARGET COMPENSATION								
Target Bonus Amount	34	204	31.9	12.6	20.9	32.0	38.7	50.4
Target Bonus as % of Base	34	204	20	11	15	20	23	26
Target Cash Compensation	38	231	180.0	109.9	157.6	186.0	208.2	237.7
Target Total Direct Compensation (Incl LTI)	38	231	202.9	109.9	157.6	206.8	242.8	299.4
Target Total Compensation (Incl Perqs)	38	231	205.1	109.9	157.6	209.1	244.9	302.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	133	47.0	19.4	26.0	39.0	67.9	90.3
LTI as % of Base	21	133	27	10	15	23	39	54
Total Perquisite Amount	19	80	5.2	0.4	0.9	5.0	7.9	10.6
SCOPE VARIABLES								
Company Revenue (millions)	39	234	6,407.5	709.0	1,791.0	3,570.6	8,550.0	18,370.4

Bonus Eligibility
89% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility
43% No
57% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AFT – Financial Analysis and Tax
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	180	180.4	124.6	155.9	184.8	206.5	223.6
Actual Bonus Amount	31	171	54.8	22.6	34.9	55.4	68.2	105.8
Actual Bonus as % of Base	31	171	29	15	22	27	35	47
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	34	180	229.9	139.9	184.2	241.9	262.1	321.0
Actual Total Direct Compensation (Incl LTI)	34	180	286.1	139.9	199.4	305.2	336.7	436.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	19	8.5	---	0.8	3.8	18.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	180	230.6	139.9	184.2	241.9	264.1	321.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	34	180	286.8	139.9	199.4	306.0	336.7	436.8
Total Compensation (Incl Perqs)	34	180	291.7	139.9	199.4	307.3	349.5	440.3
TARGET COMPENSATION								
Target Bonus Amount	30	161	45.8	18.3	32.7	46.8	53.9	73.8
Target Bonus as % of Base	30	161	24	15	20	25	30	33
Target Cash Compensation	33	169	222.6	138.5	185.7	233.9	257.4	295.6
Target Total Direct Compensation (Incl LTI)	33	169	276.3	138.5	197.3	289.5	338.6	417.6
Target Total Compensation (Incl Perqs)	33	169	281.3	138.5	197.3	301.0	349.8	421.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	111	80.9	28.0	44.7	72.5	123.8	150.1
LTI as % of Base	25	111	41	15	24	32	54	81
Total Perquisite Amount	20	112	8.7	3.2	4.8	8.0	13.2	15.1
SCOPE VARIABLES								
Company Revenue (millions)	34	180	7,175.2	964.6	1,896.7	3,961.4	10,925.7	21,709.7

Bonus Eligibility

89% Eligible
1% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility

32% No
68% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFT – Financial Analysis and Tax
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	39	212.9	131.8	195.1	212.0	246.8	280.0
Actual Bonus Amount	14	37	73.8	34.1	40.3	73.3	87.0	137.8
Actual Bonus as % of Base	14	37	33	18	25	32	37	51
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	39	281.7	150.6	229.7	280.7	325.0	401.6
Actual Total Direct Compensation (Incl LTI)	15	39	386.2	150.6	264.9	422.6	467.0	574.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	39	282.4	150.6	229.7	280.7	325.0	401.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	39	386.8	150.6	264.9	422.6	467.0	574.5
Total Compensation (Incl Perqs)	15	39	396.5	150.6	271.2	428.8	483.2	598.1
TARGET COMPENSATION								
Target Bonus Amount	13	33	63.1	30.9	49.6	62.2	74.2	102.5
Target Bonus as % of Base	13	33	28	19	25	29	30	35
Target Cash Compensation	14	35	274.0	143.2	244.4	273.1	321.2	386.7
Target Total Direct Compensation (Incl LTI)	14	35	371.4	143.2	259.7	413.9	466.1	551.0
Target Total Compensation (Incl Perqs)	14	35	381.3	143.2	261.3	423.3	482.7	573.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	33	131.4	34.2	80.4	131.1	190.6	218.3
LTI as % of Base	12	33	59	18	36	56	87	109
Total Perquisite Amount	11	30	13.2	3.7	6.2	14.3	17.6	26.1
SCOPE VARIABLES								
Company Revenue (millions)	15	39	8,090.4	769.1	1,356.0	4,457.4	12,505.0	21,809.5

Bonus Eligibility

93% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility

22% No
78% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : AFT – Financial Analysis and Tax
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	36	236	81.1	67.2	74.1	79.1	88.5	98.7
Actual Bonus Amount	31	200	10.0	4.1	7.1	8.7	13.4	16.4
Actual Bonus as % of Base	31	200	12	5	8	12	16	20
Hourly Rate	6	15	41	---	36	38	48	---
Actual Cash Compensation	36	236	89.6	72.1	76.8	90.8	99.0	111.3
Actual Total Direct Compensation (Incl LTI)	36	236	92.0	72.1	79.7	93.1	102.8	111.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	236	89.6	72.1	76.8	90.8	99.1	111.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	36	236	92.1	72.1	79.7	93.4	102.8	111.6
Total Compensation (Incl Perqs)	36	236	92.7	72.1	79.7	94.5	103.7	111.9
TARGET COMPENSATION								
Target Bonus Amount	30	187	8.8	3.3	6.9	8.8	11.1	13.0
Target Bonus as % of Base	30	187	11	5	8	11	13	15
Target Cash Compensation	35	223	88.7	69.9	77.1	88.8	99.7	108.0
Target Total Direct Compensation (Incl LTI)	35	223	91.0	69.9	78.4	89.9	100.8	111.0
Target Total Compensation (Incl Perqs)	35	223	91.7	69.9	78.4	92.5	101.9	111.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	55	8.4	3.5	4.4	6.5	9.5	24.2
LTI as % of Base	12	55	10	5	5	9	11	28
Total Perquisite Amount	18	90	1.3	0.3	0.4	0.6	2.4	3.2
SCOPE VARIABLES								
Company Revenue (millions)	36	236	6,770.4	635.4	1,990.9	4,015.0	9,983.6	20,374.0

Bonus Eligibility

85% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility

61% No
39% Yes

Hourly Rate Eligibility

90% No
10% Yes

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Function : AFT – Financial Analysis and Tax
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	40	649	98.1	85.6	90.0	93.9	104.1	121.7
Actual Bonus Amount	34	527	13.5	6.1	7.8	11.8	19.3	20.9
Actual Bonus as % of Base	34	527	14	6	9	12	18	23
Hourly Rate	7	34	49	---	45	48	52	---
Actual Cash Compensation	40	649	109.2	89.8	94.6	109.7	118.6	128.2
Actual Total Direct Compensation (Incl LTI)	40	649	113.1	89.8	95.7	113.4	124.1	135.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	25	1.7	---	0.6	0.7	2.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	40	649	109.3	89.8	94.6	109.7	118.9	129.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	40	649	113.2	89.8	95.7	113.4	124.2	135.6
Total Compensation (Incl Perqs)	40	649	114.0	89.8	95.7	116.2	125.2	140.1
TARGET COMPENSATION								
Target Bonus Amount	33	518	11.9	6.3	7.5	10.8	14.4	18.9
Target Bonus as % of Base	33	518	12	7	8	12	15	18
Target Cash Compensation	39	637	108.1	89.8	94.5	106.9	117.7	127.2
Target Total Direct Compensation (Incl LTI)	39	637	111.8	89.8	94.5	111.8	123.1	129.7
Target Total Compensation (Incl Perqs)	39	637	112.7	89.8	94.5	114.0	123.1	134.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	153	11.7	5.3	5.7	11.3	15.4	25.0
LTI as % of Base	17	153	12	5	6	11	17	22
Total Perquisite Amount	18	225	1.8	0.3	0.4	1.1	2.8	4.5
SCOPE VARIABLES								
Company Revenue (millions)	40	649	6,401.3	637.3	1,794.6	3,746.7	9,971.1	17,867.3

Bonus Eligibility

79% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility

61% No
39% Yes

Hourly Rate Eligibility

91% No
9% Yes

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Function : AFT – Financial Analysis and Tax
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	40	501	123.7	105.3	113.2	121.0	127.2	154.6
Actual Bonus Amount	34	392	22.8	9.3	13.3	20.7	30.1	37.7
Actual Bonus as % of Base	34	392	18	8	12	17	22	28
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	40	501	142.6	108.8	126.9	137.1	150.1	184.4
Actual Total Direct Compensation (Incl LTI)	40	501	150.9	108.8	126.9	144.9	172.8	197.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	55	2.2	---	0.7	1.3	3.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	40	501	142.8	108.8	126.9	137.1	151.3	184.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	40	501	151.1	108.8	126.9	145.2	172.8	198.1
Total Compensation (Incl Perqs)	40	501	152.2	108.8	127.3	147.4	173.9	198.1
TARGET COMPENSATION								
Target Bonus Amount	33	384	21.3	11.5	15.9	19.5	23.7	32.4
Target Bonus as % of Base	33	384	17	10	13	15	20	21
Target Cash Compensation	39	491	141.5	107.1	126.5	138.5	147.5	181.3
Target Total Direct Compensation (Incl LTI)	39	491	149.8	107.1	126.5	142.2	168.6	187.9
Target Total Compensation (Incl Perqs)	39	491	150.9	107.1	126.8	146.1	172.8	188.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	22	203	18.9	8.1	10.2	18.5	28.2	30.1
LTI as % of Base	22	203	15	6	8	15	20	25
Total Perquisite Amount	18	208	2.5	0.3	0.7	2.4	4.7	5.1
SCOPE VARIABLES								
Company Revenue (millions)	40	501	6,346.9	605.8	1,416.1	3,746.7	9,983.6	17,867.3

Bonus Eligibility

81% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
19% Not eligible

LTI Eligibility

53% No
47% Yes

Hourly Rate Eligibility

96% No
4% Yes

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Function : AFT – Financial Analysis and Tax
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	27	142	158.7	122.8	142.5	157.1	173.0	210.3
Actual Bonus Amount	25	124	36.5	14.0	26.8	33.1	46.6	61.8
Actual Bonus as % of Base	25	124	22	10	16	23	28	33
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	27	142	191.5	141.3	164.4	195.6	210.5	248.9
Actual Total Direct Compensation (Incl LTI)	27	142	214.7	141.6	182.2	216.5	249.5	281.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	12	3.1	---	---	1.7	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	27	142	191.8	141.3	164.4	196.0	210.5	249.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	27	142	215.0	143.6	182.2	216.5	249.5	282.5
Total Compensation (Incl Perqs)	27	142	217.6	144.7	182.2	217.9	255.4	288.6
TARGET COMPENSATION								
Target Bonus Amount	24	118	32.8	20.5	28.6	32.4	35.9	49.3
Target Bonus as % of Base	24	118	20	15	17	20	22	27
Target Cash Compensation	26	136	188.8	135.9	169.9	191.1	206.5	237.6
Target Total Direct Compensation (Incl LTI)	26	136	211.5	135.9	185.6	212.4	239.5	272.6
Target Total Compensation (Incl Perqs)	26	136	214.2	136.9	186.2	216.3	243.1	278.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	94	36.7	18.7	23.8	35.7	45.4	66.7
LTI as % of Base	19	94	22	10	15	22	26	41
Total Perquisite Amount	16	79	5.5	0.3	1.7	4.9	6.3	16.1
SCOPE VARIABLES								
Company Revenue (millions)	27	142	8,133.5	902.9	2,344.5	4,265.0	12,505.0	23,443.4

Bonus Eligibility	
90%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
10%	Not eligible

LTI Eligibility	
32%	No
68%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

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Function : AFT – Financial Analysis and Tax
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	20	213.0	---	183.5	204.3	253.8	---
Actual Bonus Amount	7	20	72.1	---	54.7	72.9	85.8	---
Actual Bonus as % of Base	7	20	34	---	29	33	37	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	20	285.1	---	241.4	277.1	336.4	---
Actual Total Direct Compensation (Incl LTI)	7	20	360.7	---	328.2	372.7	383.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	20	286.3	---	241.4	277.1	336.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	20	361.9	---	328.2	372.7	383.2	---
Total Compensation (Incl Perqs)	7	20	370.6	---	331.8	382.9	398.1	---
TARGET COMPENSATION								
Target Bonus Amount	7	20	57.2	---	40.9	51.7	81.3	---
Target Bonus as % of Base	7	20	26	---	21	25	30	---
Target Cash Compensation	7	20	270.2	---	229.4	249.6	342.6	---
Target Total Direct Compensation (Incl LTI)	7	20	345.8	---	296.2	352.0	378.9	---
Target Total Compensation (Incl Perqs)	7	20	354.5	---	299.8	366.9	389.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	20	75.6	---	36.3	86.2	102.4	---
LTI as % of Base	7	20	37	---	19	32	53	---
Total Perquisite Amount	7	14	12.5	---	4.5	10.2	14.9	---
SCOPE VARIABLES								
Company Revenue (millions)	7	20	14,144.3	---	3,922.8	12,134.0	26,968.0	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	0%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	100%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : AFT – Financial Analysis and Tax
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	6	61.6	---	---	59.4	---	---
Actual Bonus Amount	4	6	7.8	---	---	8.1	---	---
Actual Bonus as % of Base	4	6	12	---	---	11	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	6	69.4	---	---	68.4	---	---
Actual Total Direct Compensation (Incl LTI)	4	6	72.2	---	---	74.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	6	69.5	---	---	68.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	6	72.3	---	---	74.2	---	---
Total Compensation (Incl Perqs)	4	6	73.0	---	---	75.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	6.1	---	---	6.5	---	---
Target Bonus as % of Base	4	6	10	---	---	9	---	---
Target Cash Compensation	4	6	67.7	---	---	66.1	---	---
Target Total Direct Compensation (Incl LTI)	4	6	70.5	---	---	71.7	---	---
Target Total Compensation (Incl Perqs)	4	6	71.2	---	---	73.1	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	6	2,763.9	---	---	2,745.9	---	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	75%	No	75%	No
0%	Eligible but payment not received for poor performance reasons	25%	Yes	25%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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Function : AFT – Financial Analysis and Tax
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	14	74.5	---	70.2	74.4	81.4	---
Actual Bonus Amount	6	12	7.8	---	3.8	6.5	12.7	---
Actual Bonus as % of Base	6	12	10	---	6	9	16	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	7	14	81.1	---	74.5	77.5	93.0	---
Actual Total Direct Compensation (Incl LTI)	7	14	82.9	---	74.5	77.5	93.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	14	81.2	---	74.5	77.5	93.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	14	83.0	---	74.5	77.5	93.0	---
Total Compensation (Incl Perqs)	7	14	83.5	---	74.8	77.5	93.0	---
TARGET COMPENSATION								
Target Bonus Amount	6	12	6.5	---	3.9	6.0	9.2	---
Target Bonus as % of Base	6	12	9	---	6	8	11	---
Target Cash Compensation	7	14	80.0	---	74.9	77.5	89.6	---
Target Total Direct Compensation (Incl LTI)	7	14	81.8	---	74.9	77.5	89.6	---
Target Total Compensation (Incl Perqs)	7	14	82.3	---	75.1	77.5	89.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	8	0.9	---	---	0.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	14	6,090.8	---	1,932.0	2,548.5	6,552.0	---

Bonus Eligibility

86% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility

86% No
14% Yes

Hourly Rate Eligibility

86% No
14% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFT – Financial Analysis and Tax
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	6	82.9	---	---	82.6	---	---
Actual Bonus Amount	4	6	8.7	---	---	8.4	---	---
Actual Bonus as % of Base	4	6	11	---	---	10	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	6	91.7	---	---	92.4	---	---
Actual Total Direct Compensation (Incl LTI)	4	6	92.7	---	---	93.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	6	91.9	---	---	92.4	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	6	92.9	---	---	93.5	---	---
Total Compensation (Incl Perqs)	4	6	93.5	---	---	93.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	8.4	---	---	7.9	---	---
Target Bonus as % of Base	4	6	10	---	---	10	---	---
Target Cash Compensation	4	6	91.4	---	---	91.5	---	---
Target Total Direct Compensation (Incl LTI)	4	6	92.4	---	---	91.5	---	---
Target Total Compensation (Incl Perqs)	4	6	92.9	---	---	91.7	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	6	5,165.8	---	---	3,700.3	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	75%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	25%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

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