

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

WillisTowersWatson 

Function : AMK – Marketing
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	34	155.3	102.7	131.1	156.7	179.4	207.3
Actual Bonus Amount	9	19	31.1	----	12.0	33.6	44.9	----
Actual Bonus as % of Base	9	19	20	----	10	21	28	----
Hourly Rate	0	----	----	----	----	----	----	----
Actual Cash Compensation	10	34	182.5	116.4	150.3	174.9	219.0	236.6
Actual Total Direct Compensation (Incl LTI)	10	34	203.2	116.4	150.3	194.6	250.2	310.0
Actual Retention Bonus	1	----	----	----	----	----	----	----
Total Variable Payments – Excl Actual Bonus	2	----	----	----	----	----	----	----
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	34	188.1	116.4	150.3	174.9	233.5	266.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	34	208.9	116.4	150.3	194.6	291.6	310.2
Total Compensation (Incl Perqs)	10	34	210.6	116.4	150.3	197.3	295.1	316.5
TARGET COMPENSATION								
Target Bonus Amount	9	19	29.5	----	17.5	28.3	40.7	----
Target Bonus as % of Base	9	19	19	----	14	20	22	----
Target Cash Compensation	10	34	180.7	116.3	149.8	186.8	213.7	228.7
Target Total Direct Compensation (Incl LTI)	10	34	201.5	116.3	149.8	195.9	247.3	294.3
Target Total Compensation (Incl Perqs)	10	34	203.2	116.3	149.8	196.5	250.8	300.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	9	37.1	----	17.1	24.5	66.2	----
LTI as % of Base	6	9	22	----	9	17	37	----
Total Perquisite Amount	4	7	4.3	----	----	5.0	----	----
SCOPE VARIABLES								
Company Revenue (millions)	10	34	8,317.7	872.6	2,385.3	3,400.5	9,803.2	33,608.9

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
48% No
52% 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 : AMK – Marketing
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	13	74.7	---	---	79.2	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	4	13	76.8	---	---	80.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	13	76.8	---	---	80.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	13	76.8	---	---	80.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	13	76.8	---	---	80.6	---	---
Total Compensation (Incl Perqs)	4	13	76.8	---	---	80.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	13	77.1	---	---	80.6	---	---
Target Total Direct Compensation (Incl LTI)	4	13	77.1	---	---	80.6	---	---
Target Total Compensation (Incl Perqs)	4	13	77.1	---	---	80.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	13	7,582.3	---	---	2,336.1	---	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
50% Eligible	100% No	50% No
0% Eligible but payment not received for poor performance reasons	0% Yes	50% Yes
0% Eligible but payment not received due to insufficient time on the job		
50% 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 : AMS – Customer Support/Operations
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	33	66.5	---	63.2	66.8	70.5	---
Actual Bonus Amount	5	25	6.8	---	3.2	6.5	10.5	---
Actual Bonus as % of Base	5	25	10	---	6	10	15	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	7	33	71.4	---	66.8	69.7	85.0	---
Actual Total Direct Compensation (Incl LTI)	7	33	71.5	---	66.8	69.7	85.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	33	71.4	---	66.8	69.8	85.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	33	71.6	---	66.8	69.8	85.2	---
Total Compensation (Incl Perqs)	7	33	72.1	---	67.3	72.5	85.5	---
TARGET COMPENSATION								
Target Bonus Amount	5	25	5.9	---	2.9	5.4	9.1	---
Target Bonus as % of Base	5	25	9	---	5	8	14	---
Target Cash Compensation	7	33	70.7	---	66.8	70.8	81.1	---
Target Total Direct Compensation (Incl LTI)	7	33	70.9	---	66.8	70.8	82.3	---
Target Total Compensation (Incl Perqs)	7	33	71.4	---	67.3	71.9	82.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	33	10,259.1	---	1,356.0	4,045.0	18,863.5	---

Bonus Eligibility
71% Eligible
0% 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
86% No
14% Yes

Hourly Rate Eligibility
79% No
21% 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 : AMS – Customer Support/Operations
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	106	98.0	72.8	82.9	99.0	109.3	121.3
Actual Bonus Amount	11	93	12.5	7.4	10.0	11.5	14.7	22.1
Actual Bonus as % of Base	11	93	12	6	9	12	15	20
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	14	106	107.8	73.7	96.3	110.3	121.0	136.7
Actual Total Direct Compensation (Incl LTI)	14	106	110.0	73.7	96.3	110.3	121.0	151.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	106	108.0	73.7	96.3	110.8	121.0	136.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	106	110.2	73.7	96.3	110.8	121.0	151.9
Total Compensation (Incl Perqs)	14	106	110.4	73.7	96.5	111.0	121.3	151.9
TARGET COMPENSATION								
Target Bonus Amount	11	94	13.2	4.5	8.9	11.4	16.2	33.3
Target Bonus as % of Base	11	94	13	4	9	10	15	28
Target Cash Compensation	14	106	108.4	73.7	96.4	108.5	121.8	144.0
Target Total Direct Compensation (Incl LTI)	14	106	110.6	73.7	96.4	108.5	121.8	159.2
Target Total Compensation (Incl Perqs)	14	106	110.8	73.7	96.6	108.8	121.9	159.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	5	38	0.6	---	0.3	0.5	0.9	---
SCOPE VARIABLES								
Company Revenue (millions)	14	106	3,912.3	359.6	1,059.9	2,572.8	4,849.2	11,900.2

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
21% Not eligible

LTI Eligibility
85% No
15% Yes

Hourly Rate Eligibility
86% No
14% Yes

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Company weighted statistics

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Function : AMS – Customer Support/Operations
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	83	124.5	84.9	105.7	129.5	138.8	148.7
Actual Bonus Amount	10	59	21.4	10.8	12.5	18.6	28.9	42.9
Actual Bonus as % of Base	10	59	16	9	11	16	22	29
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	83	143.0	95.0	107.5	151.4	163.4	190.2
Actual Total Direct Compensation (Incl LTI)	11	83	149.0	94.3	107.5	151.4	176.1	207.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	83	142.9	94.3	107.5	151.4	163.4	190.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	83	149.1	94.3	107.5	151.4	176.1	207.0
Total Compensation (Incl Perqs)	11	83	150.5	94.3	107.5	151.4	176.1	208.4
TARGET COMPENSATION								
Target Bonus Amount	10	61	19.5	9.3	14.3	20.1	24.3	29.8
Target Bonus as % of Base	10	61	15	11	12	15	18	20
Target Cash Compensation	11	83	141.5	92.4	107.4	148.7	161.6	177.5
Target Total Direct Compensation (Incl LTI)	11	83	147.6	92.4	107.4	153.6	168.5	195.4
Target Total Compensation (Incl Perqs)	11	83	149.0	92.4	107.4	153.6	172.2	196.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	15	20.3	---	13.9	19.5	27.2	---
LTI as % of Base	5	15	14	---	10	15	18	---
Total Perquisite Amount	5	21	3.1	---	0.6	3.7	5.4	---
SCOPE VARIABLES								
Company Revenue (millions)	11	83	5,571.9	768.9	1,791.0	2,801.0	10,461.5	16,899.4

Bonus Eligibility	
82%	Eligible
1%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
17%	Not eligible

LTI Eligibility	
68%	No
32%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

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Function : AMS – Customer Support/Operations
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	17	156.9	106.3	141.1	157.6	183.2	193.2
Actual Bonus Amount	8	13	48.4	---	44.1	48.5	61.6	---
Actual Bonus as % of Base	8	13	29	---	28	30	33	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	17	192.1	119.2	141.1	201.3	246.3	253.9
Actual Total Direct Compensation (Incl LTI)	11	17	209.9	119.2	141.1	222.3	246.6	305.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	17	192.1	119.2	141.1	201.3	246.3	253.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	17	209.9	119.2	141.1	222.3	246.6	305.0
Total Compensation (Incl Perqs)	11	17	215.8	119.2	141.1	222.3	290.2	310.0
TARGET COMPENSATION								
Target Bonus Amount	8	13	38.0	---	32.5	41.7	47.0	---
Target Bonus as % of Base	8	13	23	---	20	25	25	---
Target Cash Compensation	11	17	184.5	116.5	141.1	193.8	229.0	241.6
Target Total Direct Compensation (Incl LTI)	11	17	202.2	116.5	141.1	210.1	248.2	292.1
Target Total Compensation (Incl Perqs)	11	17	208.2	116.5	141.1	210.1	274.3	296.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	8	41.2	---	27.5	43.3	53.8	---
LTI as % of Base	5	8	23	---	17	25	29	---
Total Perquisite Amount	6	7	11.7	---	2.3	6.6	18.4	---
SCOPE VARIABLES								
Company Revenue (millions)	11	17	3,783.4	337.5	1,096.0	1,932.0	4,030.0	16,401.2

Bonus Eligibility
73% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
27% Not eligible

LTI Eligibility
58% No
42% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Function : AMS – Customer Support/Operations
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	83	76.3	55.0	71.9	78.7	83.2	87.4
Actual Bonus Amount	8	44	8.6	---	5.2	7.2	12.6	---
Actual Bonus as % of Base	8	44	11	---	9	10	15	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	11	83	82.0	59.1	72.1	81.5	96.7	99.9
Actual Total Direct Compensation (Incl LTI)	11	83	82.7	59.1	72.1	81.5	96.7	105.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	83	82.0	59.1	72.1	81.5	96.7	99.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	83	82.7	59.1	72.1	81.5	96.7	105.8
Total Compensation (Incl Perqs)	11	83	83.0	59.1	72.8	81.5	97.1	106.1
TARGET COMPENSATION								
Target Bonus Amount	8	44	7.0	---	4.1	6.6	10.1	---
Target Bonus as % of Base	8	44	9	---	7	9	12	---
Target Cash Compensation	11	83	80.9	58.1	72.1	81.1	94.1	95.8
Target Total Direct Compensation (Incl LTI)	11	83	81.5	58.1	72.1	81.1	94.1	101.2
Target Total Compensation (Incl Perqs)	11	83	81.8	58.1	72.8	81.1	94.5	101.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	8	0.7	---	---	0.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	11	83	6,851.8	337.5	1,096.0	2,344.5	12,977.3	24,242.2

Bonus Eligibility
65% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
35% Not eligible

LTI Eligibility
82% No
18% Yes

Hourly Rate Eligibility
76% No
24% Yes

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Function : AMS – Customer Support/Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	74	91.1	---	77.9	90.4	103.7	---
Actual Bonus Amount	8	41	9.0	---	3.9	9.3	11.4	---
Actual Bonus as % of Base	8	41	9	---	5	10	12	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	8	74	99.7	---	81.9	96.6	115.0	---
Actual Total Direct Compensation (Incl LTI)	8	74	99.7	---	81.9	96.6	115.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	74	99.7	---	81.9	96.6	115.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	74	99.7	---	81.9	96.6	115.0	---
Total Compensation (Incl Perqs)	8	74	100.0	---	81.9	96.8	116.0	---
TARGET COMPENSATION								
Target Bonus Amount	8	41	8.3	---	4.7	8.1	9.2	---
Target Bonus as % of Base	8	41	9	---	7	9	10	---
Target Cash Compensation	8	74	98.6	---	81.8	95.8	112.9	---
Target Total Direct Compensation (Incl LTI)	8	74	98.6	---	81.8	95.8	112.9	---
Target Total Compensation (Incl Perqs)	8	74	98.8	---	81.8	96.0	113.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	74	3,456.8	---	1,161.0	2,138.3	6,018.6	---

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
11% Not eligible

LTI Eligibility
88% No
13% Yes

Hourly Rate Eligibility
64% No
36% Yes

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Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMS – Customer Support/Operations
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	26	118.0	---	100.5	112.5	146.3	---
Actual Bonus Amount	6	15	20.5	---	7.3	19.9	31.2	---
Actual Bonus as % of Base	6	15	18	---	7	19	28	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	26	134.9	---	115.2	128.5	147.0	---
Actual Total Direct Compensation (Incl LTI)	7	26	139.2	---	115.4	132.2	149.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	26	135.1	---	115.2	128.5	147.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	26	139.4	---	115.4	132.2	149.5	---
Total Compensation (Incl Perqs)	7	26	139.6	---	115.4	132.2	149.5	---
TARGET COMPENSATION								
Target Bonus Amount	6	15	18.0	---	10.8	16.2	24.6	---
Target Bonus as % of Base	6	15	16	---	10	16	21	---
Target Cash Compensation	7	26	132.4	---	115.8	123.8	147.0	---
Target Total Direct Compensation (Incl LTI)	7	26	136.7	---	115.8	130.6	147.0	---
Target Total Compensation (Incl Perqs)	7	26	136.9	---	115.8	130.6	147.8	---
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	26	8,273.4	---	2,344.5	4,045.0	11,015.2	---

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
68% No
32% 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 : AMS – Customer Support/Operations
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	120	53.8	---	32.8	53.8	69.9	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	7	120	54.6	---	34.2	53.8	69.9	---
Actual Total Direct Compensation (Incl LTI)	7	120	54.5	---	34.2	53.8	69.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	120	54.5	---	34.2	53.8	69.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	120	54.5	---	34.2	53.8	69.9	---
Total Compensation (Incl Perqs)	7	120	54.6	---	34.2	53.8	70.3	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	7	120	54.6	---	34.3	53.8	69.9	---
Target Total Direct Compensation (Incl LTI)	7	120	54.6	---	34.3	53.8	69.9	---
Target Total Compensation (Incl Perqs)	7	120	54.6	---	34.3	53.8	70.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	120	5,064.0	---	1,356.0	4,030.0	8,399.2	---

Bonus Eligibility
37% Eligible
0% Eligible but payment not received for poor performance reasons
5% Eligible but payment not received due to insufficient time on the job
58% Not eligible

LTI Eligibility
100% No
0% 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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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMS – Customer Support/Operations
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	885	59.6	39.5	53.0	61.3	71.3	79.0
Actual Bonus Amount	6	372	3.8	---	2.0	3.4	5.6	---
Actual Bonus as % of Base	6	372	7	---	5	7	10	---
Hourly Rate	4	268	30	---	---	30	---	---
Actual Cash Compensation	11	885	61.5	42.0	55.3	61.3	77.2	79.0
Actual Total Direct Compensation (Incl LTI)	11	885	61.5	42.0	55.3	61.3	77.2	79.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	885	61.5	42.0	55.3	61.3	77.2	79.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	885	61.5	42.0	55.3	61.3	77.2	79.0
Total Compensation (Incl Perqs)	11	885	61.6	42.0	55.3	61.3	77.2	79.5
TARGET COMPENSATION								
Target Bonus Amount	6	386	3.4	---	1.9	2.7	5.2	---
Target Bonus as % of Base	6	386	6	---	4	6	9	---
Target Cash Compensation	11	885	61.5	41.7	55.3	61.3	77.2	79.3
Target Total Direct Compensation (Incl LTI)	11	885	61.5	41.7	55.3	61.3	77.2	79.3
Target Total Compensation (Incl Perqs)	11	885	61.6	41.7	55.3	61.3	77.2	79.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	11	885	4,653.5	729.0	1,791.0	2,801.0	4,045.0	14,650.4

Bonus Eligibility
54% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
45% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
65% No
35% 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 : AMS – Customer Support/Operations
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	297	66.1	42.7	58.2	69.6	74.7	79.8
Actual Bonus Amount	9	261	4.9	---	2.1	3.8	7.5	---
Actual Bonus as % of Base	9	261	7	---	4	8	10	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	10	297	70.5	44.8	63.5	72.8	80.4	88.4
Actual Total Direct Compensation (Incl LTI)	10	297	70.5	44.8	63.5	72.8	80.4	88.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	297	70.5	44.8	63.5	72.8	80.4	88.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	297	70.5	44.8	63.5	72.8	80.4	88.4
Total Compensation (Incl Perqs)	10	297	71.1	44.8	63.7	72.8	80.4	92.7
TARGET COMPENSATION								
Target Bonus Amount	9	264	4.7	---	2.6	3.9	6.8	---
Target Bonus as % of Base	9	264	7	---	5	7	10	---
Target Cash Compensation	10	297	70.4	44.8	63.6	72.5	81.2	88.0
Target Total Direct Compensation (Incl LTI)	10	297	70.4	44.8	63.6	72.5	81.2	88.0
Target Total Compensation (Incl Perqs)	10	297	70.9	44.8	63.9	72.5	81.2	92.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	4	97	1.4	---	---	0.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	10	297	6,262.6	740.5	1,788.0	3,400.5	13,375.2	17,916.3

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
11% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
72% No
28% Yes

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

All monetary values in thousands – 2017 Accounting Value

Function : AMS – Customer Support/Operations
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	79	72.6	---	52.4	78.8	82.8	---
Actual Bonus Amount	6	72	5.9	---	2.8	5.2	9.0	---
Actual Bonus as % of Base	6	72	9	---	3	10	12	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	7	79	77.6	---	57.8	78.8	94.0	---
Actual Total Direct Compensation (Incl LTI)	7	79	78.2	---	57.8	78.8	95.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	79	77.6	---	57.8	78.8	94.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	79	78.2	---	57.8	78.8	95.3	---
Total Compensation (Incl Perqs)	7	79	78.4	---	57.8	78.8	95.4	---
TARGET COMPENSATION								
Target Bonus Amount	6	72	5.6	---	3.8	4.6	8.1	---
Target Bonus as % of Base	6	72	8	---	5	8	11	---
Target Cash Compensation	7	79	77.4	---	56.7	78.8	92.8	---
Target Total Direct Compensation (Incl LTI)	7	79	78.0	---	56.7	78.8	96.9	---
Target Total Compensation (Incl Perqs)	7	79	78.1	---	56.7	78.8	97.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	79	4,004.3	---	1,356.0	2,801.0	4,045.0	---

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
71% No
29% 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 : AOM – Manufacturing/Operations
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	248	128.7	83.9	105.2	131.0	151.3	169.9
Actual Bonus Amount	10	156	23.0	3.8	13.2	21.5	29.7	51.8
Actual Bonus as % of Base	10	156	16	4	12	15	21	30
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	12	248	147.9	87.3	111.9	147.3	174.8	215.9
Actual Total Direct Compensation (Incl LTI)	12	248	154.4	87.3	111.6	147.3	178.4	254.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	24	7.4	---	1.8	3.3	15.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	248	150.6	87.3	111.6	152.4	176.0	221.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	248	157.2	87.3	111.6	154.4	187.8	255.8
Total Compensation (Incl Perqs)	12	248	157.4	87.3	111.7	154.6	188.2	256.1
TARGET COMPENSATION								
Target Bonus Amount	10	157	19.4	5.4	10.1	19.4	25.2	39.2
Target Bonus as % of Base	10	157	14	5	11	14	18	23
Target Cash Compensation	12	248	144.9	87.0	111.6	149.5	168.4	206.2
Target Total Direct Compensation (Incl LTI)	12	248	151.5	87.0	111.6	150.2	168.7	245.4
Target Total Compensation (Incl Perqs)	12	248	151.7	87.0	111.7	150.7	169.1	245.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	33	24.3	---	---	21.6	---	---
LTI as % of Base	4	33	16	---	---	15	---	---
Total Perquisite Amount	6	39	0.8	---	0.3	0.4	1.2	---
SCOPE VARIABLES								
Company Revenue (millions)	12	248	8,502.3	516.6	2,363.4	4,360.7	12,533.4	26,392.3

Bonus Eligibility	
83%	Eligible
0%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
17%	Not eligible

LTI Eligibility	
67%	No
33%	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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Function : AOM – Manufacturing/Operations
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	115	154.6	102.4	137.1	161.6	171.4	179.6
Actual Bonus Amount	10	84	32.3	6.0	26.1	32.0	40.9	50.4
Actual Bonus as % of Base	10	84	20	5	17	21	24	28
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	115	183.6	108.1	163.6	193.4	211.1	227.6
Actual Total Direct Compensation (Incl LTI)	11	115	195.4	108.1	165.7	196.6	224.6	275.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	30	8.8	---	---	8.6	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	115	186.4	108.1	163.6	196.2	220.9	231.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	115	198.2	108.1	165.7	199.4	234.4	276.2
Total Compensation (Incl Perqs)	11	115	198.5	108.1	165.7	199.8	235.8	276.4
TARGET COMPENSATION								
Target Bonus Amount	10	84	27.2	8.7	20.3	26.6	35.9	40.8
Target Bonus as % of Base	10	84	17	8	13	18	21	24
Target Cash Compensation	11	115	178.6	107.7	155.0	186.6	205.6	219.4
Target Total Direct Compensation (Incl LTI)	11	115	190.4	107.7	155.0	189.8	225.7	264.8
Target Total Compensation (Incl Perqs)	11	115	190.7	107.7	155.0	190.2	227.1	265.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	39	31.8	---	14.8	18.0	55.6	---
LTI as % of Base	5	39	19	---	9	10	33	---
Total Perquisite Amount	5	41	1.4	---	0.3	0.4	3.0	---
SCOPE VARIABLES								
Company Revenue (millions)	11	115	9,214.1	828.9	2,420.0	4,721.3	13,224.0	26,584.2

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
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 : AOM – Manufacturing/Operations
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	36	175.3	---	140.9	179.8	199.4	---
Actual Bonus Amount	7	29	45.8	---	30.4	49.3	59.3	---
Actual Bonus as % of Base	7	29	25	---	22	25	33	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	36	220.4	---	161.5	236.9	248.8	---
Actual Total Direct Compensation (Incl LTI)	7	36	241.5	---	161.5	263.7	289.7	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	36	234.3	---	161.5	236.9	273.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	36	255.4	---	161.5	266.1	300.1	---
Total Compensation (Incl Perqs)	7	36	255.7	---	161.5	267.1	300.4	---
TARGET COMPENSATION								
Target Bonus Amount	7	29	39.2	---	26.3	44.8	49.9	---
Target Bonus as % of Base	7	29	22	---	19	24	26	---
Target Cash Compensation	7	36	212.9	---	157.4	225.9	249.3	---
Target Total Direct Compensation (Incl LTI)	7	36	234.0	---	157.4	250.9	271.7	---
Target Total Compensation (Incl Perqs)	7	36	234.3	---	157.4	251.5	271.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	12	39.0	---	---	35.2	---	---
LTI as % of Base	4	12	21	---	---	20	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	36	6,028.1	---	2,344.5	4,000.0	10,461.5	---

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
43% No
57% 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 : AOM – Manufacturing/Operations
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	10	226.8	---	---	239.8	---	---
Actual Bonus Amount	4	7	66.2	---	---	81.7	---	---
Actual Bonus as % of Base	4	7	28	---	---	34	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	10	292.0	---	---	321.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	10	364.2	---	---	387.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	10	292.0	---	---	321.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	10	364.2	---	---	387.0	---	---
Total Compensation (Incl Perqs)	4	10	368.4	---	---	389.2	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	7	62.0	---	---	70.7	---	---
Target Bonus as % of Base	4	7	27	---	---	30	---	---
Target Cash Compensation	4	10	284.0	---	---	310.6	---	---
Target Total Direct Compensation (Incl LTI)	4	10	356.3	---	---	367.1	---	---
Target Total Compensation (Incl Perqs)	4	10	360.5	---	---	369.4	---	---
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	10	7,507.5	---	---	7,230.7	---	---

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
50% No
50% 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 : AOM – Manufacturing/Operations
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	19	85.9	---	---	85.1	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	19	92.7	---	---	91.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	19	92.7	---	---	91.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	19	92.9	---	---	91.5	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	19	92.9	---	---	91.5	---	---
Total Compensation (Incl Perqs)	4	19	93.0	---	---	91.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	19	93.4	---	---	91.0	---	---
Target Total Direct Compensation (Incl LTI)	4	19	93.4	---	---	91.0	---	---
Target Total Compensation (Incl Perqs)	4	19	93.5	---	---	91.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	19	4,806.5	---	---	3,210.0	---	---

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
75% No
25% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

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

WillisTowersWatson 

Function : AOM – Manufacturing/Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	69	112.4	---	88.1	114.3	140.3	---
Actual Bonus Amount	7	54	15.8	---	7.7	16.8	23.4	---
Actual Bonus as % of Base	7	54	14	---	10	13	18	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	8	69	125.3	---	94.1	135.5	155.3	---
Actual Total Direct Compensation (Incl LTI)	8	69	128.0	---	94.1	140.9	158.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	69	127.2	---	94.1	136.2	159.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	69	129.9	---	94.1	146.7	159.7	---
Total Compensation (Incl Perqs)	8	69	130.2	---	94.1	146.7	160.5	---
TARGET COMPENSATION								
Target Bonus Amount	7	54	14.0	---	6.6	13.5	20.6	---
Target Bonus as % of Base	7	54	12	---	10	13	15	---
Target Cash Compensation	8	69	123.7	---	93.3	129.1	152.9	---
Target Total Direct Compensation (Incl LTI)	8	69	126.5	---	93.3	138.2	154.1	---
Target Total Compensation (Incl Perqs)	8	69	126.7	---	93.3	139.1	154.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	69	10,370.0	---	2,606.8	6,275.0	21,402.1	---

Bonus Eligibility
80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
75% No
25% 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 : AOM – Manufacturing/Operations
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	67	131.4	---	99.0	129.6	166.8	---
Actual Bonus Amount	5	58	20.4	---	9.2	20.7	31.5	---
Actual Bonus as % of Base	5	58	16	---	10	15	22	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	67	147.1	---	102.3	155.4	182.8	---
Actual Total Direct Compensation (Incl LTI)	6	67	154.1	---	102.3	168.2	192.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	67	147.8	---	102.3	156.7	183.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	67	154.7	---	102.3	169.5	193.0	---
Total Compensation (Incl Perqs)	6	67	154.9	---	102.3	169.6	193.1	---
TARGET COMPENSATION								
Target Bonus Amount	5	58	17.9	---	9.8	17.8	26.0	---
Target Bonus as % of Base	5	58	14	---	10	13	18	---
Target Cash Compensation	6	67	144.7	---	102.2	150.7	181.6	---
Target Total Direct Compensation (Incl LTI)	6	67	151.6	---	102.2	166.8	186.6	---
Target Total Compensation (Incl Perqs)	6	67	151.7	---	102.2	166.9	186.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	67	12,257.4	---	3,586.1	7,591.4	25,528.7	---

Bonus Eligibility
69% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
31% Not eligible

LTI Eligibility
67% No
33% 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 : AOM – Manufacturing/Operations
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	11	155.0	---	121.7	146.4	192.7	---
Actual Bonus Amount	5	11	38.6	---	16.3	36.6	61.8	---
Actual Bonus as % of Base	5	11	23	---	13	25	32	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	11	193.6	---	137.9	183.1	254.5	---
Actual Total Direct Compensation (Incl LTI)	5	11	210.6	---	137.9	222.6	277.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	11	193.9	---	137.9	183.2	255.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	11	210.9	---	137.9	222.7	278.0	---
Total Compensation (Incl Perqs)	5	11	212.6	---	137.9	223.0	282.0	---
TARGET COMPENSATION								
Target Bonus Amount	5	11	35.4	---	18.3	33.7	53.3	---
Target Bonus as % of Base	5	11	22	---	15	23	28	---
Target Cash Compensation	5	11	190.4	---	139.9	180.1	245.9	---
Target Total Direct Compensation (Incl LTI)	5	11	207.4	---	139.9	219.6	268.6	---
Target Total Compensation (Incl Perqs)	5	11	209.0	---	139.9	219.9	272.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	11	6,732.3	---	3,172.3	4,721.3	11,297.7	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
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 : APM – Project/Program Management
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	108	71.5	54.6	67.8	70.3	75.4	90.0
Actual Bonus Amount	9	21	7.8	---	5.0	7.9	9.6	---
Actual Bonus as % of Base	9	21	11	---	7	12	13	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	12	108	77.3	56.7	70.7	78.4	82.6	94.4
Actual Total Direct Compensation (Incl LTI)	12	108	78.3	56.7	71.1	78.7	82.6	97.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	108	78.2	56.7	70.7	78.4	87.5	94.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	108	79.1	56.7	71.1	79.1	87.5	97.6
Total Compensation (Incl Perqs)	12	108	79.4	56.7	71.1	80.6	87.7	97.6
TARGET COMPENSATION								
Target Bonus Amount	9	21	7.0	---	4.6	7.0	9.0	---
Target Bonus as % of Base	9	21	10	---	7	10	13	---
Target Cash Compensation	12	108	76.7	57.2	70.4	77.5	82.6	93.5
Target Total Direct Compensation (Incl LTI)	12	108	77.7	57.2	71.0	77.8	82.8	95.3
Target Total Compensation (Incl Perqs)	12	108	78.0	57.2	71.0	78.3	83.6	95.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	12	0.9	---	---	0.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	12	108	11,377.5	754.4	1,818.1	8,427.7	20,291.8	32,282.4

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
75% No
25% Yes

Hourly Rate Eligibility
92% No
8% Yes

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Function : APM – Project/Program Management
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	219	132.6	95.3	109.8	137.5	146.5	161.5
Actual Bonus Amount	20	133	21.3	8.5	13.1	19.1	27.8	39.4
Actual Bonus as % of Base	20	133	16	7	12	14	22	25
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	24	219	149.0	108.3	133.1	145.2	165.7	193.8
Actual Total Direct Compensation (Incl LTI)	24	219	157.3	108.3	133.1	146.2	179.7	202.6
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	12	16.8	---	0.8	3.0	39.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	219	152.2	108.3	133.1	145.6	167.3	206.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	24	219	160.5	108.3	133.1	146.2	180.0	236.3
Total Compensation (Incl Perqs)	24	219	161.8	108.3	133.1	146.2	180.6	236.7
TARGET COMPENSATION								
Target Bonus Amount	19	132	20.2	10.4	13.0	20.5	22.1	30.6
Target Bonus as % of Base	19	132	15	10	10	14	18	23
Target Cash Compensation	23	217	147.2	105.7	129.1	141.2	162.3	186.6
Target Total Direct Compensation (Incl LTI)	23	217	154.9	105.7	129.1	144.3	168.2	195.7
Target Total Compensation (Incl Perqs)	23	217	156.2	105.7	129.1	144.3	174.8	196.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	16	34.5	---	18.4	23.6	41.2	---
LTI as % of Base	8	16	22	---	11	17	32	---
Total Perquisite Amount	10	29	4.9	0.2	0.5	1.9	7.9	19.2
SCOPE VARIABLES								
Company Revenue (millions)	24	219	5,594.4	623.4	1,483.6	3,785.3	5,420.1	20,277.8

Bonus Eligibility
78% Eligible
0% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
77% No
23% Yes

Hourly Rate Eligibility
93% No
7% Yes

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Function : APM – Project/Program Management
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	438	154.2	113.1	134.8	158.5	169.5	185.1
Actual Bonus Amount	32	387	31.7	12.1	21.1	30.9	42.0	52.7
Actual Bonus as % of Base	32	387	20	11	14	20	25	31
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	34	438	183.6	120.5	159.4	188.3	213.2	234.6
Actual Total Direct Compensation (Incl LTI)	34	438	208.1	120.5	159.4	198.6	251.5	294.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	33	10.8	0.3	1.4	5.0	22.8	27.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	438	185.3	120.5	160.3	188.3	213.2	244.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	34	438	209.8	120.5	160.3	200.0	265.4	300.0
Total Compensation (Incl Perqs)	34	438	211.8	121.1	160.5	203.2	267.0	303.9
TARGET COMPENSATION								
Target Bonus Amount	31	362	29.9	10.8	20.6	30.8	36.0	45.9
Target Bonus as % of Base	31	362	19	10	15	19	22	26
Target Cash Compensation	33	408	181.4	117.0	155.4	185.0	208.1	226.1
Target Total Direct Compensation (Incl LTI)	33	408	203.4	117.0	157.6	194.3	245.8	291.3
Target Total Compensation (Incl Perqs)	33	408	205.5	117.5	157.6	197.1	249.9	294.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	22	151	44.1	17.8	21.0	30.3	55.9	99.9
LTI as % of Base	22	151	25	10	13	18	30	58
Total Perquisite Amount	19	146	4.8	0.3	0.7	3.2	7.6	11.5
SCOPE VARIABLES								
Company Revenue (millions)	34	438	5,294.4	964.6	1,788.3	3,785.3	7,051.5	12,864.5

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	
46%	No
54%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

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Function : APM – Project/Program Management
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	242	186.4	146.0	158.4	185.1	208.7	235.3
Actual Bonus Amount	31	202	52.1	14.8	38.8	50.8	64.3	72.3
Actual Bonus as % of Base	31	202	27	10	19	28	32	39
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	34	242	233.6	154.0	187.3	240.6	266.6	288.3
Actual Total Direct Compensation (Incl LTI)	34	242	293.5	154.0	186.9	284.1	353.1	503.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	33	15.3	---	2.5	16.4	25.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	242	235.1	154.0	186.9	246.0	267.2	289.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	34	242	295.1	154.0	186.9	285.2	359.2	503.6
Total Compensation (Incl Perqs)	34	242	301.1	154.0	186.9	287.9	363.9	508.8
TARGET COMPENSATION								
Target Bonus Amount	30	192	43.9	15.1	28.2	47.4	55.3	67.8
Target Bonus as % of Base	30	192	23	13	19	25	28	32
Target Cash Compensation	33	229	225.1	154.4	185.1	230.2	256.0	291.2
Target Total Direct Compensation (Incl LTI)	33	229	280.4	154.4	185.1	273.3	337.0	451.1
Target Total Compensation (Incl Perqs)	33	229	286.5	154.4	185.1	273.3	347.6	458.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	22	135	95.2	29.4	43.7	71.5	150.7	198.9
LTI as % of Base	22	135	45	13	21	38	65	94
Total Perquisite Amount	21	121	10.3	2.8	4.4	8.4	12.7	18.6
SCOPE VARIABLES								
Company Revenue (millions)	34	242	6,307.2	590.1	1,788.3	3,961.4	10,476.9	18,617.0

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
11% Not eligible

LTI Eligibility
40% No
60% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Function : APM – Project/Program Management
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	71	224.0	152.6	200.9	239.5	246.3	255.0
Actual Bonus Amount	19	67	68.5	13.6	52.0	73.6	88.1	108.2
Actual Bonus as % of Base	19	67	29	7	23	32	36	39
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	20	71	288.6	154.9	233.5	304.5	333.1	360.4
Actual Total Direct Compensation (Incl LTI)	20	71	390.7	154.9	235.9	422.7	504.9	574.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	11	15.5	---	0.6	5.0	35.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	71	290.8	154.9	233.5	304.5	339.6	361.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	71	392.9	154.9	235.9	423.3	526.5	574.8
Total Compensation (Incl Perqs)	20	71	401.5	154.9	239.5	430.7	536.5	582.4
TARGET COMPENSATION								
Target Bonus Amount	18	66	58.6	20.8	36.2	68.0	74.1	86.8
Target Bonus as % of Base	18	66	25	14	20	28	30	35
Target Cash Compensation	19	70	277.0	149.5	217.1	293.5	319.6	332.1
Target Total Direct Compensation (Incl LTI)	19	70	371.0	149.5	217.1	404.5	488.3	538.3
Target Total Compensation (Incl Perqs)	19	70	379.8	149.9	221.8	414.7	501.3	557.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	53	137.4	36.6	73.2	147.6	185.0	259.5
LTI as % of Base	15	53	56	16	30	59	77	104
Total Perquisite Amount	15	55	11.7	3.0	6.3	10.2	17.7	21.7
SCOPE VARIABLES								
Company Revenue (millions)	20	71	7,321.2	1,006.7	1,921.2	4,961.0	11,731.2	17,855.8

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	
28%	No
72%	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 : APM – Project/Program Management
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	294	88.6	72.9	82.0	86.1	94.6	108.4
Actual Bonus Amount	24	114	9.7	5.6	6.8	9.2	11.3	16.3
Actual Bonus as % of Base	24	114	11	6	9	11	13	17
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	31	294	95.9	76.3	87.5	95.5	101.7	119.4
Actual Total Direct Compensation (Incl LTI)	31	294	98.2	76.3	87.5	95.5	108.8	125.1
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	14	11.7	---	0.9	5.0	23.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	294	97.2	76.3	86.0	94.6	104.9	126.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	294	99.8	76.3	87.5	95.5	111.4	130.7
Total Compensation (Incl Perqs)	31	294	100.5	76.6	87.5	95.8	112.7	131.0
TARGET COMPENSATION								
Target Bonus Amount	24	116	8.6	4.1	7.1	8.2	11.0	13.3
Target Bonus as % of Base	24	116	10	7	8	10	12	14
Target Cash Compensation	30	293	95.2	75.1	87.1	94.7	103.0	118.1
Target Total Direct Compensation (Incl LTI)	30	293	96.5	75.1	88.9	95.0	105.9	120.7
Target Total Compensation (Incl Perqs)	30	293	97.3	75.1	88.9	95.2	108.7	121.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	42	12.3	---	4.7	9.3	12.5	---
LTI as % of Base	7	42	14	---	6	11	13	---
Total Perquisite Amount	12	55	2.1	0.3	0.4	1.2	3.5	6.2
SCOPE VARIABLES								
Company Revenue (millions)	31	294	7,606.8	682.0	1,932.0	4,721.3	12,134.0	21,904.2

Bonus Eligibility	
70%	Eligible
2%	Eligible but payment not received for poor performance reasons
3%	Eligible but payment not received due to insufficient time on the job
24%	Not eligible

LTI Eligibility	
71%	No
29%	Yes

Hourly Rate Eligibility	
92%	No
8%	Yes

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Function : APM – Project/Program Management
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	36	644	108.3	95.1	100.6	107.3	115.8	130.0
Actual Bonus Amount	29	293	15.0	9.3	11.0	13.7	19.7	21.7
Actual Bonus as % of Base	29	293	14	10	11	13	17	20
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	36	644	120.1	104.1	110.9	118.5	130.8	142.2
Actual Total Direct Compensation (Incl LTI)	36	644	124.6	104.1	112.0	124.5	139.5	149.7
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	39	9.8	---	1.0	5.0	20.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	644	121.1	104.1	111.1	119.2	132.3	142.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	36	644	125.7	104.1	112.9	127.4	140.5	151.0
Total Compensation (Incl Perqs)	36	644	126.4	104.4	113.9	127.7	141.6	153.0
TARGET COMPENSATION								
Target Bonus Amount	28	291	13.6	9.6	10.4	13.4	16.5	20.4
Target Bonus as % of Base	28	291	13	10	10	12	15	17
Target Cash Compensation	35	642	119.0	103.0	109.6	117.9	128.3	140.0
Target Total Direct Compensation (Incl LTI)	35	642	122.8	103.0	111.0	125.3	134.6	147.9
Target Total Compensation (Incl Perqs)	35	642	123.6	103.5	111.0	125.3	134.9	147.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	93	15.1	5.6	9.2	12.5	21.4	27.7
LTI as % of Base	13	93	14	6	8	13	19	26
Total Perquisite Amount	19	180	1.9	0.3	0.4	1.0	2.7	6.1
SCOPE VARIABLES								
Company Revenue (millions)	36	644	6,054.5	252.2	1,125.5	3,486.6	10,507.6	15,053.1

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
66% No
34% Yes

Hourly Rate Eligibility
93% No
7% Yes

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Function : APM – Project/Program Management
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	37	785	131.3	108.5	120.3	128.3	142.1	156.9
Actual Bonus Amount	32	612	23.0	9.7	12.4	21.5	28.1	35.9
Actual Bonus as % of Base	32	612	17	8	12	17	20	25
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	37	785	150.6	117.8	129.7	151.3	163.2	177.4
Actual Total Direct Compensation (Incl LTI)	37	785	158.2	117.8	137.3	153.0	175.2	190.1
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	168	15.2	0.5	3.5	11.7	26.0	37.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	37	785	152.9	117.8	129.7	152.7	167.8	187.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	37	785	160.5	117.8	137.3	153.0	181.8	193.5
Total Compensation (Incl Perqs)	37	785	161.6	118.2	137.5	159.2	183.2	196.2
TARGET COMPENSATION								
Target Bonus Amount	31	612	22.9	12.3	17.7	20.8	25.7	29.9
Target Bonus as % of Base	31	612	17	10	13	16	20	21
Target Cash Compensation	36	780	150.9	119.6	132.3	150.4	163.8	181.3
Target Total Direct Compensation (Incl LTI)	36	780	158.2	119.6	135.8	155.9	175.2	196.1
Target Total Compensation (Incl Perqs)	36	780	159.3	120.0	136.1	158.5	176.2	197.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	236	20.7	12.0	17.5	20.6	23.0	29.3
LTI as % of Base	19	236	15	8	10	15	17	23
Total Perquisite Amount	19	353	2.7	0.3	0.5	1.3	5.0	7.6
SCOPE VARIABLES								
Company Revenue (millions)	37	785	6,256.6	594.4	1,523.1	4,000.0	10,492.2	15,974.4

Bonus Eligibility	
83%	Eligible
1%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
16%	Not eligible

LTI Eligibility	
56%	No
44%	Yes

Hourly Rate Eligibility	
96%	No
4%	Yes

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Function : APM – Project/Program Management
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	407	162.0	131.4	146.1	158.5	174.5	201.8
Actual Bonus Amount	26	305	35.3	16.3	26.4	32.9	41.0	59.2
Actual Bonus as % of Base	26	305	21	10	18	20	25	34
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	29	407	193.3	152.9	169.4	193.3	211.4	242.9
Actual Total Direct Compensation (Incl LTI)	29	407	215.3	156.5	179.7	215.7	249.8	283.9
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	39	18.2	---	4.8	19.5	30.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	407	195.1	152.9	169.4	202.2	215.4	242.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	29	407	217.4	156.5	179.7	217.9	255.9	283.9
Total Compensation (Incl Perqs)	29	407	220.7	156.5	182.3	218.6	257.2	294.3
TARGET COMPENSATION								
Target Bonus Amount	25	240	33.4	21.1	24.2	31.2	39.1	55.7
Target Bonus as % of Base	25	240	20	14	16	20	21	30
Target Cash Compensation	28	335	192.2	154.5	167.0	192.4	208.4	237.7
Target Total Direct Compensation (Incl LTI)	28	335	213.8	154.5	170.5	212.3	237.3	287.6
Target Total Compensation (Incl Perqs)	28	335	217.3	154.5	174.6	213.1	238.2	297.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	273	40.4	16.8	23.4	40.6	51.3	69.9
LTI as % of Base	18	273	24	10	15	22	29	42
Total Perquisite Amount	17	141	6.1	0.3	0.4	3.4	6.7	17.4
SCOPE VARIABLES								
Company Revenue (millions)	29	407	6,893.4	572.2	1,856.0	4,045.0	11,328.5	18,863.5

Bonus Eligibility

87% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
12% Not eligible

LTI Eligibility

37% No
63% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : APM – Project/Program Management
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	50	195.9	---	162.6	189.4	224.4	---
Actual Bonus Amount	7	16	54.3	---	33.5	53.9	80.0	---
Actual Bonus as % of Base	7	16	27	---	18	29	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	50	236.7	---	189.9	243.3	273.7	---
Actual Total Direct Compensation (Incl LTI)	9	50	284.0	---	204.3	289.1	361.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	50	237.3	---	189.9	243.3	273.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	50	284.6	---	204.3	289.1	361.5	---
Total Compensation (Incl Perqs)	9	50	288.7	---	204.3	295.8	372.5	---
TARGET COMPENSATION								
Target Bonus Amount	7	16	47.9	---	32.0	47.3	64.9	---
Target Bonus as % of Base	7	16	24	---	20	25	30	---
Target Cash Compensation	9	50	231.4	---	184.0	236.7	258.1	---
Target Total Direct Compensation (Incl LTI)	9	50	278.6	---	198.4	291.0	341.7	---
Target Total Compensation (Incl Perqs)	9	50	282.7	---	198.4	297.7	352.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	15	63.4	---	27.2	75.6	91.3	---
LTI as % of Base	7	15	31	---	11	35	48	---
Total Perquisite Amount	5	13	7.3	---	3.9	6.7	10.9	---
SCOPE VARIABLES								
Company Revenue (millions)	9	50	11,452.4	---	3,604.1	5,657.1	18,591.5	---

Bonus Eligibility
71% Eligible
0% 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
30% No
70% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : APM – Project/Program Management
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	7	64.1	---	51.2	60.6	76.6	---
Actual Bonus Amount	5	6	8.0	---	4.8	8.0	11.2	---
Actual Bonus as % of Base	5	6	13	---	7	14	17	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	7	70.7	---	55.0	67.0	88.2	---
Actual Total Direct Compensation (Incl LTI)	6	7	72.5	---	55.0	69.8	92.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	7	70.7	---	55.0	67.0	88.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	7	72.5	---	55.0	69.8	92.2	---
Total Compensation (Incl Perqs)	6	7	73.0	---	55.0	70.7	92.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	6	7.1	---	5.1	7.7	8.7	---
Target Bonus as % of Base	5	6	11	---	9	10	14	---
Target Cash Compensation	6	7	70.0	---	54.8	66.5	84.3	---
Target Total Direct Compensation (Incl LTI)	6	7	71.8	---	54.8	69.3	88.2	---
Target Total Compensation (Incl Perqs)	6	7	72.2	---	54.8	70.1	89.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	7	2,366.7	---	1,333.5	2,382.3	2,977.6	---

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
67% No
33% Yes

Hourly Rate Eligibility
100% No
0% Yes

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

WillisTowersWatson 

Function : APM – Project/Program Management
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	21	82.0	---	68.7	76.5	96.2	---
Actual Bonus Amount	4	4	10.9	---	---	11.2	---	---
Actual Bonus as % of Base	4	4	13	---	---	12	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	6	21	89.3	---	71.9	84.9	106.5	---
Actual Total Direct Compensation (Incl LTI)	6	21	89.3	---	71.9	84.9	106.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	21	89.4	---	71.9	84.9	106.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	21	89.4	---	71.9	84.9	106.9	---
Total Compensation (Incl Perqs)	6	21	89.4	---	71.9	84.9	106.9	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	8.0	---	---	8.5	---	---
Target Bonus as % of Base	4	4	9	---	---	9	---	---
Target Cash Compensation	6	21	87.3	---	72.0	84.0	100.2	---
Target Total Direct Compensation (Incl LTI)	6	21	87.3	---	72.0	84.0	100.2	---
Target Total Compensation (Incl Perqs)	6	21	87.3	---	72.0	84.0	100.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	21	2,380.7	---	1,101.6	2,599.0	3,386.5	---

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
100% No
0% Yes

Hourly Rate Eligibility
50% No
50% Yes

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Function : AQY – Quality Assurance Methods
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	21	77.9	---	64.4	69.2	95.7	---
Actual Bonus Amount	4	19	6.2	---	---	6.4	---	---
Actual Bonus as % of Base	4	19	9	---	---	9	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	21	82.8	---	69.9	77.9	98.1	---
Actual Total Direct Compensation (Incl LTI)	5	21	84.7	---	74.4	78.5	98.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	21	82.7	---	69.9	77.2	98.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	21	84.7	---	74.4	78.5	98.2	---
Total Compensation (Incl Perqs)	5	21	85.0	---	74.5	79.3	98.3	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	20	86.6	---	---	79.2	---	---
Target Total Direct Compensation (Incl LTI)	4	20	87.7	---	---	79.4	---	---
Target Total Compensation (Incl Perqs)	4	20	88.1	---	---	79.7	---	---
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	21	13,204.5	---	7,622.2	12,505.0	19,136.5	---

Bonus Eligibility	
78%	Eligible
0%	Eligible but payment not received for poor performance reasons
2%	Eligible but payment not received due to insufficient time on the job
20%	Not eligible

LTI Eligibility	
42%	No
58%	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

Function : AQY – Quality Assurance Methods
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	15	132.1	114.6	121.4	132.8	142.9	150.4
Actual Bonus Amount	9	14	24.1	---	14.8	27.0	32.7	---
Actual Bonus as % of Base	9	14	18	---	12	19	25	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	10	15	153.8	126.9	141.9	151.8	171.4	180.5
Actual Total Direct Compensation (Incl LTI)	10	15	167.4	126.9	141.9	161.6	177.7	254.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	15	153.9	127.0	142.2	151.8	171.4	180.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	15	167.5	127.0	142.2	161.6	177.7	254.3
Total Compensation (Incl Perqs)	10	15	167.7	127.1	142.5	162.0	177.9	254.3
TARGET COMPENSATION								
Target Bonus Amount	8	13	19.2	---	13.9	19.7	24.9	---
Target Bonus as % of Base	8	13	15	---	11	15	19	---
Target Cash Compensation	9	14	147.1	---	137.1	147.7	159.3	---
Target Total Direct Compensation (Incl LTI)	9	14	153.4	---	139.6	149.5	167.8	---
Target Total Compensation (Incl Perqs)	9	14	153.6	---	140.2	149.5	168.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	7	34.0	---	---	23.5	---	---
LTI as % of Base	4	7	24	---	---	18	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	10	15	8,601.0	795.1	3,075.5	6,102.5	12,684.7	25,593.6

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

50% No
50% 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 : AQY – Quality Assurance Methods
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	49	141.4	102.4	115.9	143.1	158.1	184.2
Actual Bonus Amount	11	42	33.5	10.4	26.1	32.9	43.0	51.9
Actual Bonus as % of Base	11	42	22	9	19	22	27	28
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	49	169.7	102.4	130.3	170.6	199.5	234.3
Actual Total Direct Compensation (Incl LTI)	13	49	189.4	102.4	130.3	200.0	241.8	277.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	49	174.0	102.4	130.3	170.6	199.5	267.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	49	193.6	102.4	130.3	200.0	242.0	310.1
Total Compensation (Incl Perqs)	13	49	194.3	102.4	130.3	200.3	243.6	312.8
TARGET COMPENSATION								
Target Bonus Amount	11	42	28.8	11.2	24.2	30.1	37.7	39.4
Target Bonus as % of Base	11	42	19	9	18	20	20	25
Target Cash Compensation	13	49	165.7	102.4	132.5	171.1	193.6	223.0
Target Total Direct Compensation (Incl LTI)	13	49	185.4	102.4	132.5	200.4	238.3	264.4
Target Total Compensation (Incl Perqs)	13	49	186.0	102.4	132.5	200.7	239.8	267.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	26	38.2	---	24.5	36.0	44.0	---
LTI as % of Base	7	26	24	---	15	23	29	---
Total Perquisite Amount	5	25	1.7	---	0.3	0.8	3.7	---
SCOPE VARIABLES								
Company Revenue (millions)	13	49	6,832.2	247.7	2,067.8	3,167.0	12,319.5	21,470.4

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

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 : AQY – Quality Assurance Methods
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	31	170.6	113.2	153.4	186.5	189.9	200.4
Actual Bonus Amount	14	26	51.2	17.2	28.9	56.0	62.5	86.0
Actual Bonus as % of Base	14	26	28	12	18	29	36	44
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	16	31	215.4	116.0	187.1	230.4	253.4	282.5
Actual Total Direct Compensation (Incl LTI)	16	31	261.9	116.0	187.8	263.6	333.3	402.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	31	215.6	116.0	187.1	230.4	253.4	284.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	31	262.0	116.0	187.8	263.6	333.6	402.5
Total Compensation (Incl Perqs)	16	31	265.8	116.0	187.8	265.4	338.8	413.5
TARGET COMPENSATION								
Target Bonus Amount	13	21	43.1	15.9	37.0	46.4	54.6	58.7
Target Bonus as % of Base	13	21	24	14	20	25	27	34
Target Cash Compensation	15	26	206.7	114.1	172.5	224.8	237.5	255.5
Target Total Direct Compensation (Incl LTI)	15	26	246.7	114.1	172.5	254.7	314.5	376.0
Target Total Compensation (Incl Perqs)	15	26	250.4	114.1	172.5	254.7	322.3	388.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	20	82.6	---	43.0	82.1	131.2	---
LTI as % of Base	9	20	43	---	22	42	68	---
Total Perquisite Amount	8	18	7.6	---	3.9	6.5	10.9	---
SCOPE VARIABLES								
Company Revenue (millions)	16	31	7,738.2	1,652.9	2,357.6	4,022.5	12,009.5	20,949.7

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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Function : AQY – Quality Assurance Methods
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	5	208.6	---	183.3	208.1	234.2	---
Actual Bonus Amount	4	4	68.5	---	---	77.3	---	---
Actual Bonus as % of Base	4	4	31	---	---	33	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	5	263.4	---	199.3	292.5	312.9	---
Actual Total Direct Compensation (Incl LTI)	5	5	365.2	---	236.8	405.8	473.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	5	263.4	---	199.3	292.5	312.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	5	365.2	---	236.8	405.8	473.4	---
Total Compensation (Incl Perqs)	5	5	368.6	---	236.8	408.8	480.4	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	4	282.3	---	---	285.9	---	---
Target Total Direct Compensation (Incl LTI)	4	4	363.0	---	---	369.8	---	---
Target Total Compensation (Incl Perqs)	4	4	366.5	---	---	376.8	---	---
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	5	8,871.5	---	1,648.0	3,570.6	18,745.5	---

Bonus Eligibility

80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility

40% No
60% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Effective date April 01, 2017

Company weighted statistics

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Function : AQY – Quality Assurance Methods
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	98	85.1	61.9	78.2	84.6	92.2	109.9
Actual Bonus Amount	9	69	10.6	---	8.1	10.4	12.3	---
Actual Bonus as % of Base	9	69	13	---	11	13	14	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	12	98	92.1	67.2	83.8	90.5	104.5	115.3
Actual Total Direct Compensation (Incl LTI)	12	98	94.7	67.2	83.8	91.8	110.4	121.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	98	92.7	67.2	83.8	90.5	104.5	117.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	98	95.3	67.2	83.8	91.8	114.5	122.6
Total Compensation (Incl Perqs)	12	98	95.5	67.2	83.8	91.8	114.6	122.9
TARGET COMPENSATION								
Target Bonus Amount	8	68	9.2	---	6.1	9.4	11.7	---
Target Bonus as % of Base	8	68	11	---	10	11	13	---
Target Cash Compensation	11	96	90.7	64.7	82.6	89.6	104.4	115.2
Target Total Direct Compensation (Incl LTI)	11	96	91.3	64.7	82.6	90.6	104.4	115.5
Target Total Compensation (Incl Perqs)	11	96	91.6	64.7	82.6	91.1	104.8	115.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	44	10.6	---	---	7.2	---	---
LTI as % of Base	4	44	12	---	---	8	---	---
Total Perquisite Amount	4	57	1.3	---	---	0.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	12	98	9,976.7	1,949.4	3,375.3	8,057.2	13,044.2	26,392.3

Bonus Eligibility
66% Eligible
3% 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
58% No
42% Yes

Hourly Rate Eligibility
92% No
8% Yes

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Effective date April 01, 2017
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Function : AQY – Quality Assurance Methods
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	173	109.5	93.9	96.7	107.1	117.6	126.3
Actual Bonus Amount	17	148	15.4	6.8	11.4	15.0	20.8	23.2
Actual Bonus as % of Base	17	148	14	8	11	13	18	21
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	18	173	123.6	105.2	113.4	120.5	132.0	150.7
Actual Total Direct Compensation (Incl LTI)	18	173	129.2	106.1	114.1	125.6	139.6	164.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	173	124.7	105.2	113.2	120.5	135.5	150.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	18	173	130.3	106.1	114.1	125.6	151.6	165.3
Total Compensation (Incl Perqs)	18	173	130.8	106.1	114.3	126.7	152.3	165.3
TARGET COMPENSATION								
Target Bonus Amount	16	150	13.7	9.0	9.8	12.9	17.5	20.0
Target Bonus as % of Base	16	150	12	9	10	12	15	17
Target Cash Compensation	17	172	122.2	101.5	111.6	119.5	130.1	148.3
Target Total Direct Compensation (Incl LTI)	17	172	126.1	103.2	112.4	121.9	133.7	160.8
Target Total Compensation (Incl Perqs)	17	172	126.6	103.2	113.0	123.5	135.3	160.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	90	14.3	---	6.2	10.2	23.5	---
LTI as % of Base	8	90	13	---	6	9	21	---
Total Perquisite Amount	8	116	1.0	---	0.4	0.7	1.8	---
SCOPE VARIABLES								
Company Revenue (millions)	18	173	7,448.4	1,196.7	2,241.4	3,055.1	12,226.7	23,045.3

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
9% Not eligible

LTI Eligibility
50% No
50% Yes

Hourly Rate Eligibility
85% No
15% Yes

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Function : AQY – Quality Assurance Methods

Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	218	127.3	107.7	119.5	126.6	132.2	148.2
Actual Bonus Amount	18	185	21.9	9.9	14.9	19.7	29.5	34.9
Actual Bonus as % of Base	18	185	17	10	12	16	21	28
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	21	218	145.4	127.8	135.0	142.3	155.2	173.6
Actual Total Direct Compensation (Incl LTI)	21	218	150.1	132.4	137.0	145.6	164.2	177.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	15	8.5	---	0.5	4.7	18.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	218	145.9	127.8	134.6	143.7	155.2	180.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	218	150.7	132.4	137.0	145.6	164.2	185.0
Total Compensation (Incl Perqs)	21	218	151.7	132.4	137.0	145.9	165.6	189.1
TARGET COMPENSATION								
Target Bonus Amount	17	190	20.2	11.7	16.3	19.8	24.9	30.7
Target Bonus as % of Base	17	190	16	10	13	15	20	20
Target Cash Compensation	20	217	144.6	120.7	136.3	143.8	151.9	175.6
Target Total Direct Compensation (Incl LTI)	20	217	148.6	120.7	136.6	147.2	161.6	178.2
Target Total Compensation (Incl Perqs)	20	217	149.6	120.7	138.2	147.4	163.7	182.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	124	16.1	9.4	10.4	16.0	21.4	24.8
LTI as % of Base	10	124	12	7	8	13	16	19
Total Perquisite Amount	12	161	2.0	0.3	0.3	1.5	3.4	6.0
SCOPE VARIABLES								
Company Revenue (millions)	21	218	7,477.3	337.5	1,661.2	3,167.0	12,319.5	23,713.3

Bonus Eligibility	
79% Eligible	
1% Eligible but payment not received for poor performance reasons	
1% Eligible but payment not received due to insufficient time on the job	
19% Not eligible	

LTI Eligibility	
56% No	
44% Yes	

Hourly Rate Eligibility	
94% No	
6% Yes	

All values in Canadian Dollar

Effective date April 01, 2017

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Function : AQY – Quality Assurance Methods
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	51	163.7	142.9	152.9	159.7	168.9	204.3
Actual Bonus Amount	12	44	36.7	12.6	32.0	37.4	41.2	61.1
Actual Bonus as % of Base	12	44	23	8	21	23	27	31
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	51	196.4	164.8	180.9	191.1	208.8	252.2
Actual Total Direct Compensation (Incl LTI)	13	51	220.4	171.6	197.4	213.7	232.6	306.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	51	196.2	164.8	179.1	191.1	210.1	252.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	51	220.6	171.6	197.4	213.7	232.9	306.6
Total Compensation (Incl Perqs)	13	51	222.3	171.6	197.5	215.5	232.9	310.6
TARGET COMPENSATION								
Target Bonus Amount	11	44	34.0	23.1	27.5	33.7	35.7	58.6
Target Bonus as % of Base	11	44	21	15	18	20	23	29
Target Cash Compensation	12	50	194.3	168.5	179.2	188.4	201.5	254.9
Target Total Direct Compensation (Incl LTI)	12	50	219.6	175.4	199.7	209.0	224.7	307.0
Target Total Compensation (Incl Perqs)	12	50	221.4	175.6	199.8	212.3	225.5	311.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	40	31.2	14.8	16.1	27.6	44.3	61.8
LTI as % of Base	12	40	19	8	10	17	25	38
Total Perquisite Amount	8	39	2.9	---	0.4	3.0	4.8	---
SCOPE VARIABLES								
Company Revenue (millions)	13	51	11,466.2	1,697.5	3,832.3	10,523.0	15,797.2	26,200.4

Bonus Eligibility
86% Eligible
0% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
19% No
81% 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 : ARE – Real Estate and Facilities
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	82	70.6	55.6	67.5	70.7	73.8	87.7
Actual Bonus Amount	11	70	9.4	2.6	6.8	8.9	14.1	16.4
Actual Bonus as % of Base	11	70	13	5	9	12	19	23
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	82	77.5	56.5	67.5	80.2	86.1	95.1
Actual Total Direct Compensation (Incl LTI)	15	82	80.2	61.0	67.5	80.6	97.5	99.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	82	77.6	56.5	67.5	80.2	86.1	95.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	82	80.4	61.0	67.5	80.9	97.5	99.6
Total Compensation (Incl Perqs)	15	82	81.2	61.2	67.5	81.4	97.9	102.6
TARGET COMPENSATION								
Target Bonus Amount	11	47	8.8	3.5	7.0	8.5	11.2	14.5
Target Bonus as % of Base	11	47	12	6	10	12	15	20
Target Cash Compensation	14	57	78.7	62.2	67.9	81.0	85.8	93.9
Target Total Direct Compensation (Incl LTI)	14	57	81.5	64.7	68.0	81.5	94.1	97.9
Target Total Compensation (Incl Perqs)	14	57	82.4	64.7	68.7	82.3	96.4	100.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	36	8.1	---	3.7	5.6	13.6	---
LTI as % of Base	6	36	12	---	6	8	19	---
Total Perquisite Amount	9	40	1.4	---	0.4	1.0	2.5	---
SCOPE VARIABLES								
Company Revenue (millions)	15	82	9,782.7	769.1	2,548.5	4,265.0	13,224.0	30,004.8

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
73% Eligible	60% No	100% No
7% 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		
20% Not eligible		

All values in Canadian Dollar

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Company weighted statistics

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Function : ARE – Real Estate and Facilities
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	80	122.7	90.4	103.3	122.2	137.4	162.7
Actual Bonus Amount	20	64	25.3	9.1	12.7	21.0	40.6	51.1
Actual Bonus as % of Base	20	64	20	8	12	17	28	38
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	24	80	143.8	100.4	118.6	142.7	160.7	196.3
Actual Total Direct Compensation (Incl LTI)	24	80	158.3	100.4	118.6	151.1	191.2	231.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	80	145.0	100.4	118.6	142.7	160.7	207.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	24	80	159.6	100.4	118.6	151.4	191.2	244.8
Total Compensation (Incl Perqs)	24	80	160.7	100.6	119.6	152.8	195.9	246.1
TARGET COMPENSATION								
Target Bonus Amount	19	48	21.9	9.0	12.4	20.4	29.6	34.4
Target Bonus as % of Base	19	48	17	9	12	16	20	28
Target Cash Compensation	23	64	140.7	98.9	116.9	136.3	159.7	196.9
Target Total Direct Compensation (Incl LTI)	23	64	154.0	98.9	116.9	145.3	189.7	231.7
Target Total Compensation (Incl Perqs)	23	64	155.2	99.0	116.9	145.3	190.2	231.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	41	28.5	8.6	14.4	30.0	41.0	48.2
LTI as % of Base	13	41	21	7	12	19	29	40
Total Perquisite Amount	12	25	2.2	0.2	0.4	1.9	3.0	5.8
SCOPE VARIABLES								
Company Revenue (millions)	24	80	7,607.1	581.1	1,941.6	4,037.5	12,412.2	20,624.7

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
40% No
60% Yes

Hourly Rate Eligibility
97% No
3% Yes

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Effective date April 01, 2017
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Function : ARE – Real Estate and Facilities
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	108	141.7	92.5	125.0	143.5	159.5	179.2
Actual Bonus Amount	28	94	32.9	6.6	19.1	30.8	40.2	64.5
Actual Bonus as % of Base	28	94	22	7	14	20	26	42
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	31	108	170.9	96.8	141.8	176.4	192.1	229.6
Actual Total Direct Compensation (Incl LTI)	31	108	196.1	96.8	141.8	186.8	236.4	317.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	13	14.5	---	0.8	9.8	27.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	108	173.2	96.8	141.8	177.5	198.2	254.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	108	198.3	96.8	141.8	196.5	236.4	317.8
Total Compensation (Incl Perqs)	31	108	200.3	96.8	141.8	196.5	238.9	319.2
TARGET COMPENSATION								
Target Bonus Amount	28	94	29.0	8.7	18.3	29.7	36.4	51.8
Target Bonus as % of Base	28	94	19	8	14	20	22	27
Target Cash Compensation	31	108	167.4	94.6	142.0	174.1	187.2	237.7
Target Total Direct Compensation (Incl LTI)	31	108	192.6	94.6	142.0	183.2	229.5	289.7
Target Total Compensation (Incl Perqs)	31	108	194.5	94.6	142.0	188.1	232.7	292.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	62	47.0	13.9	23.6	34.1	63.3	102.9
LTI as % of Base	18	62	29	8	15	21	38	66
Total Perquisite Amount	17	63	3.5	0.3	0.8	3.8	5.3	7.2
SCOPE VARIABLES								
Company Revenue (millions)	31	108	5,553.8	620.8	1,356.0	2,943.2	7,651.7	13,316.0

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
43% No
57% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Function : ARE – Real Estate and Facilities
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	58	187.0	132.6	159.8	194.5	213.1	229.1
Actual Bonus Amount	18	53	63.8	20.8	36.8	56.7	83.0	137.6
Actual Bonus as % of Base	18	53	33	15	21	29	42	63
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	19	58	247.4	166.4	203.3	252.7	288.6	356.9
Actual Total Direct Compensation (Incl LTI)	19	58	318.1	166.4	220.9	322.7	404.2	509.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	58	249.5	166.4	203.3	252.7	293.7	356.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	19	58	320.2	166.4	220.9	322.7	404.2	509.0
Total Compensation (Incl Perqs)	19	58	326.9	166.4	220.9	337.0	413.5	509.0
TARGET COMPENSATION								
Target Bonus Amount	17	40	47.2	21.0	31.9	48.0	59.5	78.7
Target Bonus as % of Base	17	40	25	17	20	25	29	35
Target Cash Compensation	18	45	232.3	150.9	192.2	252.3	274.5	298.7
Target Total Direct Compensation (Incl LTI)	18	45	297.5	150.9	204.6	307.3	386.4	448.0
Target Total Compensation (Incl Perqs)	18	45	304.3	150.9	204.6	316.7	408.4	450.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	46	97.9	21.0	43.9	96.1	154.4	166.5
LTI as % of Base	14	46	49	8	24	42	75	91
Total Perquisite Amount	12	43	10.6	3.7	4.7	7.5	14.8	27.5
SCOPE VARIABLES								
Company Revenue (millions)	19	58	8,321.9	1,266.1	2,548.5	4,265.0	12,134.0	25,049.0

Bonus Eligibility	
95% Eligible	
0% Eligible but payment not received for poor performance reasons	
0% Eligible but payment not received due to insufficient time on the job	
5% Not eligible	

LTI Eligibility	
28% No	
72% Yes	

Hourly Rate Eligibility	
100% No	
0% Yes	

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Function : ARE – Real Estate and Facilities
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	12	204.7	---	182.6	208.3	231.8	---
Actual Bonus Amount	8	12	92.5	---	46.8	71.4	87.5	---
Actual Bonus as % of Base	8	12	45	---	28	32	37	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	12	297.2	---	238.8	279.7	344.1	---
Actual Total Direct Compensation (Incl LTI)	8	12	408.2	---	314.9	436.2	472.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	12	297.2	---	238.8	279.7	344.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	12	408.2	---	314.9	436.2	472.8	---
Total Compensation (Incl Perqs)	8	12	416.9	---	325.6	445.6	483.0	---
TARGET COMPENSATION								
Target Bonus Amount	7	11	67.9	---	41.1	64.4	79.8	---
Target Bonus as % of Base	7	11	33	---	23	29	30	---
Target Cash Compensation	7	11	269.7	---	219.6	279.1	345.6	---
Target Total Direct Compensation (Incl LTI)	7	11	367.3	---	298.3	407.9	464.3	---
Target Total Compensation (Incl Perqs)	7	11	376.4	---	306.5	422.2	482.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	11	126.8	---	78.7	128.8	162.4	---
LTI as % of Base	7	11	59	---	37	60	73	---
Total Perquisite Amount	6	10	11.6	---	6.1	11.3	18.0	---
SCOPE VARIABLES								
Company Revenue (millions)	8	12	9,889.2	---	3,632.4	11,328.5	13,044.2	---

Bonus Eligibility
100% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
0% Not eligible

LTI Eligibility
13% No
88% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ARE – Real Estate and Facilities
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	138	85.7	74.8	78.8	82.8	91.2	108.3
Actual Bonus Amount	17	110	11.9	4.8	8.2	11.8	15.0	19.2
Actual Bonus as % of Base	17	110	14	6	10	13	16	24
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	22	138	95.0	75.4	87.9	94.0	101.4	114.5
Actual Total Direct Compensation (Incl LTI)	22	138	97.9	75.4	89.2	99.1	104.3	118.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	6	5.3	---	0.3	1.0	12.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	138	95.2	75.4	87.9	94.1	102.6	114.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	22	138	98.1	75.4	89.5	99.1	106.4	118.6
Total Compensation (Incl Perqs)	22	138	98.8	75.4	89.5	99.1	107.9	122.1
TARGET COMPENSATION								
Target Bonus Amount	16	87	11.2	6.6	8.5	10.3	12.8	18.3
Target Bonus as % of Base	16	87	13	8	10	13	15	23
Target Cash Compensation	21	115	95.4	78.4	88.5	93.1	100.7	114.0
Target Total Direct Compensation (Incl LTI)	21	115	98.3	78.4	92.5	97.8	103.7	114.6
Target Total Compensation (Incl Perqs)	21	115	99.0	78.4	92.7	98.0	104.7	118.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	49	7.9	4.0	4.1	6.0	10.3	19.0
LTI as % of Base	10	49	10	5	5	8	13	25
Total Perquisite Amount	10	50	2.1	0.3	0.4	0.8	2.9	8.9
SCOPE VARIABLES								
Company Revenue (millions)	22	138	7,308.9	590.7	2,300.3	4,155.0	10,925.7	23,621.4

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
23%	Not eligible

LTI Eligibility	
50%	No
50%	Yes

Hourly Rate Eligibility	
98%	No
2%	Yes

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Function : ARE – Real Estate and Facilities
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	259	98.1	79.8	90.8	96.8	101.0	125.5
Actual Bonus Amount	25	216	14.6	4.0	7.6	12.7	18.3	25.7
Actual Bonus as % of Base	25	216	15	5	10	13	18	26
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	29	259	110.4	83.7	97.3	109.6	119.9	139.5
Actual Total Direct Compensation (Incl LTI)	29	259	116.3	91.0	100.7	114.0	130.1	143.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	23	5.5	---	0.7	2.2	8.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	259	110.6	83.7	97.3	109.6	121.4	139.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	29	259	116.6	91.0	101.0	114.0	130.3	143.1
Total Compensation (Incl Perqs)	29	259	117.3	91.0	101.1	115.8	130.8	143.6
TARGET COMPENSATION								
Target Bonus Amount	25	174	13.0	5.2	9.5	11.5	15.1	21.4
Target Bonus as % of Base	25	174	13	7	10	12	15	22
Target Cash Compensation	28	214	109.9	88.7	96.4	109.0	117.2	140.0
Target Total Direct Compensation (Incl LTI)	28	214	115.8	93.3	101.6	115.3	127.4	145.9
Target Total Compensation (Incl Perqs)	28	214	116.6	93.3	101.6	115.7	128.4	146.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	16	150	11.7	5.0	5.8	11.9	15.3	22.5
LTI as % of Base	16	150	12	5	6	12	15	25
Total Perquisite Amount	16	107	1.8	0.2	0.4	0.9	2.5	6.0
SCOPE VARIABLES								
Company Revenue (millions)	29	259	6,064.0	672.1	1,823.2	3,922.8	10,492.2	13,339.0

Bonus Eligibility
82% Eligible
1% 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
45% No
55% Yes

Hourly Rate Eligibility
91% No
9% Yes

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Function : ARE – Real Estate and Facilities

Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	27	242	121.5	100.3	109.9	121.6	126.5	149.1
Actual Bonus Amount	23	222	25.7	8.0	16.7	22.4	30.9	39.6
Actual Bonus as % of Base	23	222	20	8	14	18	24	32
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	27	242	143.3	108.9	125.4	143.1	148.9	181.9
Actual Total Direct Compensation (Incl LTI)	27	242	153.5	109.0	127.0	150.6	168.2	191.4
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	18	11.6	---	0.8	3.4	30.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	27	242	144.4	108.9	125.4	143.1	148.9	187.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	27	242	154.6	109.0	127.0	151.5	170.7	193.9
Total Compensation (Incl Perqs)	27	242	155.5	109.0	127.0	151.5	171.8	195.4
TARGET COMPENSATION								
Target Bonus Amount	23	170	21.5	8.8	16.6	18.7	24.1	30.3
Target Bonus as % of Base	23	170	17	10	13	16	20	23
Target Cash Compensation	26	185	141.0	106.1	124.8	141.7	149.1	177.5
Target Total Direct Compensation (Incl LTI)	26	185	151.1	110.1	131.9	154.8	161.6	183.3
Target Total Compensation (Incl Perqs)	26	185	152.0	110.1	132.3	154.8	162.8	186.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	170	18.6	9.2	11.0	15.5	24.8	35.3
LTI as % of Base	18	170	15	7	8	13	19	28
Total Perquisite Amount	15	124	2.0	0.3	0.5	1.0	2.7	6.3
SCOPE VARIABLES								
Company Revenue (millions)	27	242	7,074.0	565.8	2,167.7	4,000.0	12,134.0	22,612.0

Bonus Eligibility
84% Eligible
2% 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
38% No
62% 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 : ARE – Real Estate and Facilities
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	80	147.2	118.1	137.1	145.1	160.1	179.0
Actual Bonus Amount	12	75	33.4	11.6	22.4	34.8	41.2	51.8
Actual Bonus as % of Base	12	75	23	9	18	22	28	37
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	80	178.0	131.4	166.3	186.0	194.0	202.4
Actual Total Direct Compensation (Incl LTI)	13	80	208.7	157.0	185.5	208.9	233.4	261.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	80	178.1	131.7	166.6	186.0	194.1	202.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	80	208.8	157.2	185.8	209.1	233.4	261.5
Total Compensation (Incl Perqs)	13	80	210.6	157.2	185.8	215.5	237.0	262.6
TARGET COMPENSATION								
Target Bonus Amount	11	51	30.6	19.1	26.1	32.3	35.1	41.4
Target Bonus as % of Base	11	51	21	15	18	20	22	30
Target Cash Compensation	12	56	177.7	145.5	169.1	179.3	191.6	196.1
Target Total Direct Compensation (Incl LTI)	12	56	208.8	168.5	191.6	205.5	231.8	251.5
Target Total Compensation (Incl Perqs)	12	56	210.8	168.5	192.1	209.1	235.1	252.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	73	33.1	15.0	20.1	27.6	49.4	60.9
LTI as % of Base	13	73	22	8	14	21	32	41
Total Perquisite Amount	7	41	3.3	---	1.0	2.8	4.9	---
SCOPE VARIABLES								
Company Revenue (millions)	13	80	8,558.7	931.8	2,358.1	4,265.0	12,864.5	23,415.3

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
6% No
94% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Effective date April 01, 2017
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Function : ARE – Real Estate and Facilities
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	13	199.1	134.9	183.5	194.0	218.4	258.1
Actual Bonus Amount	8	11	60.3	---	43.6	61.7	72.0	---
Actual Bonus as % of Base	8	11	30	---	22	33	35	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	10	13	247.3	139.4	227.3	242.8	273.1	343.6
Actual Total Direct Compensation (Incl LTI)	10	13	309.3	142.3	255.7	307.4	358.6	446.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	13	247.5	139.4	227.8	242.8	273.7	343.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	13	309.5	142.3	255.8	307.6	358.6	446.0
Total Compensation (Incl Perqs)	10	13	314.4	142.3	255.8	309.9	370.4	454.6
TARGET COMPENSATION								
Target Bonus Amount	8	11	52.2	---	40.6	49.6	63.8	---
Target Bonus as % of Base	8	11	26	---	21	25	30	---
Target Cash Compensation	10	13	240.8	139.4	224.4	236.9	267.1	332.0
Target Total Direct Compensation (Incl LTI)	10	13	302.8	142.7	262.6	304.5	344.8	428.9
Target Total Compensation (Incl Perqs)	10	13	307.7	142.7	262.6	309.7	357.1	436.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	12	68.9	---	26.6	63.2	90.3	---
LTI as % of Base	9	12	34	---	13	33	47	---
Total Perquisite Amount	5	8	9.9	---	5.6	9.0	14.6	---
SCOPE VARIABLES								
Company Revenue (millions)	10	13	8,796.6	764.7	1,942.3	3,433.0	15,362.7	26,776.1

Bonus Eligibility
80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
10% No
90% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Effective date April 01, 2017
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Function : ARE – Real Estate and Facilities
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	22	50.9	---	41.6	51.1	60.2	---
Actual Bonus Amount	5	21	8.8	---	5.5	7.7	12.8	---
Actual Bonus as % of Base	5	21	18	---	11	14	26	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	22	58.9	---	49.8	58.7	68.1	---
Actual Total Direct Compensation (Incl LTI)	5	22	61.8	---	50.0	66.2	71.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	22	58.9	---	49.8	58.7	68.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	22	61.8	---	50.0	66.2	71.4	---
Total Compensation (Incl Perqs)	5	22	62.8	---	50.0	68.3	72.8	---
TARGET COMPENSATION								
Target Bonus Amount	5	22	6.7	---	4.5	6.7	8.7	---
Target Bonus as % of Base	5	22	13	---	9	12	18	---
Target Cash Compensation	5	22	57.6	---	47.9	58.5	66.8	---
Target Total Direct Compensation (Incl LTI)	5	22	60.5	---	47.9	65.6	70.5	---
Target Total Compensation (Incl Perqs)	5	22	61.5	---	47.9	67.8	72.0	---
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	22	12,457.5	---	1,544.2	12,134.0	23,532.5	---

Bonus Eligibility
95% Eligible
5% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
0% Not eligible

LTI Eligibility
40% No
60% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ARE – Real Estate and Facilities
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	93	68.4	58.9	59.9	68.1	73.5	81.4
Actual Bonus Amount	13	72	8.8	2.2	5.4	8.3	12.3	16.7
Actual Bonus as % of Base	13	72	13	4	8	12	18	25
Hourly Rate	4	9	34	---	---	32	---	---
Actual Cash Compensation	16	93	75.6	59.1	64.1	77.7	84.9	87.5
Actual Total Direct Compensation (Incl LTI)	16	93	78.1	59.1	64.1	84.4	86.1	93.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	93	76.2	59.1	64.1	79.7	85.6	89.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	93	78.8	59.1	64.1	84.7	86.9	95.7
Total Compensation (Incl Perqs)	16	93	79.3	59.1	64.4	84.7	88.5	96.4
TARGET COMPENSATION								
Target Bonus Amount	13	72	7.3	2.0	5.6	6.9	9.6	13.2
Target Bonus as % of Base	13	72	11	3	8	10	14	20
Target Cash Compensation	16	93	74.4	59.1	64.4	76.5	82.4	86.1
Target Total Direct Compensation (Incl LTI)	16	93	76.9	59.1	64.4	81.8	84.9	91.9
Target Total Compensation (Incl Perqs)	16	93	77.5	59.1	64.7	81.8	86.1	92.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	53	8.1	---	4.0	6.5	13.0	---
LTI as % of Base	5	53	12	---	5	9	20	---
Total Perquisite Amount	7	60	1.3	---	0.3	0.8	2.3	---
SCOPE VARIABLES								
Company Revenue (millions)	16	93	7,917.2	1,415.7	2,397.5	4,787.9	13,044.2	21,294.9

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
62% No
38% Yes

Hourly Rate Eligibility
75% No
25% Yes

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Function : ARE – Real Estate and Facilities
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	100	83.4	68.6	74.1	79.9	96.1	103.5
Actual Bonus Amount	11	64	13.1	5.6	9.9	12.4	17.5	21.8
Actual Bonus as % of Base	11	64	15	8	10	14	21	25
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	15	100	93.1	72.4	76.7	96.8	108.7	116.9
Actual Total Direct Compensation (Incl LTI)	15	100	97.4	72.4	76.7	96.8	118.1	129.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	8	11.8	---	6.4	14.1	16.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	100	94.6	72.5	76.9	96.8	108.7	123.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	100	99.0	72.5	76.9	96.8	118.1	136.5
Total Compensation (Incl Perqs)	15	100	99.8	73.3	76.9	96.8	118.1	137.8
TARGET COMPENSATION								
Target Bonus Amount	11	64	11.0	4.9	8.4	11.1	14.4	16.3
Target Bonus as % of Base	11	64	13	7	9	13	15	19
Target Cash Compensation	15	100	91.5	72.3	76.7	95.5	104.8	113.8
Target Total Direct Compensation (Incl LTI)	15	100	95.9	72.3	76.7	96.8	114.5	124.6
Target Total Compensation (Incl Perqs)	15	100	96.7	72.4	76.7	96.8	117.0	125.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	34	13.1	---	5.5	14.4	20.0	---
LTI as % of Base	5	34	15	---	6	16	22	---
Total Perquisite Amount	8	44	1.9	---	0.5	1.7	3.2	---
SCOPE VARIABLES								
Company Revenue (millions)	15	100	9,439.2	2,488.7	2,943.2	5,657.1	13,224.0	25,816.6

Bonus Eligibility
73% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
27% Not eligible

LTI Eligibility
57% No
43% Yes

Hourly Rate Eligibility
88% No
12% Yes

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Function : ARE – Real Estate and Facilities
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	38	90.0	60.1	79.3	89.9	104.6	109.1
Actual Bonus Amount	13	34	14.8	2.2	6.4	13.7	21.4	30.0
Actual Bonus as % of Base	13	34	16	4	8	15	24	29
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	14	38	103.7	62.4	86.4	106.6	124.1	131.4
Actual Total Direct Compensation (Incl LTI)	14	38	110.5	62.4	86.4	110.5	131.9	154.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	38	104.9	62.4	86.4	107.1	126.3	136.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	38	111.7	62.4	86.4	110.9	136.9	154.6
Total Compensation (Incl Perqs)	14	38	112.8	62.5	86.5	111.1	136.9	158.3
TARGET COMPENSATION								
Target Bonus Amount	13	34	12.8	2.3	7.7	14.5	18.7	20.6
Target Bonus as % of Base	13	34	14	4	10	13	20	21
Target Cash Compensation	14	38	101.8	62.4	86.9	103.4	122.0	125.4
Target Total Direct Compensation (Incl LTI)	14	38	108.6	62.4	86.9	109.9	131.1	145.1
Target Total Compensation (Incl Perqs)	14	38	109.7	62.5	87.0	110.1	132.8	148.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	23	14.5	---	7.8	13.4	20.4	---
LTI as % of Base	7	23	15	---	8	12	22	---
Total Perquisite Amount	8	26	1.9	---	0.4	1.7	3.0	---
SCOPE VARIABLES								
Company Revenue (millions)	14	38	7,780.2	1,236.0	2,844.5	4,155.0	10,879.6	26,008.5

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	
43%	No
57%	Yes

Hourly Rate Eligibility	
93%	No
7%	Yes

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Function : ARS – Research Science
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	62	74.6	---	---	78.9	---	---
Actual Bonus Amount	1	---	---	---	---	---	---	---
Actual Bonus as % of Base	1	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	62	78.1	---	---	80.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	62	78.1	---	---	80.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	62	78.5	---	---	80.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	62	78.5	---	---	80.0	---	---
Total Compensation (Incl Perqs)	4	62	78.6	---	---	80.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	1	---	---	---	---	---	---	---
Target Bonus as % of Base	1	---	---	---	---	---	---	---
Target Cash Compensation	4	62	77.1	---	---	80.0	---	---
Target Total Direct Compensation (Incl LTI)	4	62	77.1	---	---	80.0	---	---
Target Total Compensation (Incl Perqs)	4	62	77.2	---	---	80.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	62	12,364.4	---	---	11,900.2	---	---

Bonus Eligibility

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

LTI Eligibility

100% No
0% Yes

Hourly Rate Eligibility

75% No
25% Yes

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Function : ARS – Research Science
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	23	161.7	---	139.9	169.5	179.6	---
Actual Bonus Amount	4	15	30.8	---	---	33.7	---	---
Actual Bonus as % of Base	4	15	19	---	---	22	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	23	186.0	---	159.2	189.0	211.3	---
Actual Total Direct Compensation (Incl LTI)	5	23	203.7	---	159.2	195.5	252.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	23	186.4	---	160.2	189.0	211.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	23	204.1	---	160.2	195.5	252.4	---
Total Compensation (Incl Perqs)	5	23	205.5	---	160.4	195.5	255.5	---
TARGET COMPENSATION								
Target Bonus Amount	4	18	25.5	---	---	28.5	---	---
Target Bonus as % of Base	4	18	16	---	---	19	---	---
Target Cash Compensation	5	23	182.1	---	159.6	189.0	201.3	---
Target Total Direct Compensation (Incl LTI)	5	23	199.9	---	159.6	195.5	242.4	---
Target Total Compensation (Incl Perqs)	5	23	201.2	---	159.8	195.5	245.5	---
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	23	12,029.2	---	3,132.6	10,461.5	21,709.7	---

Bonus Eligibility
76% Eligible
4% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
32% No
68% Yes

Hourly Rate Eligibility
100% No
0% Yes

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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 : ARS – Research Science
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	12	207.0	---	---	203.6	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	12	242.1	---	---	237.4	---	---
Actual Total Direct Compensation (Incl LTI)	4	12	283.4	---	---	272.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	12	242.1	---	---	237.4	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	12	283.4	---	---	272.2	---	---
Total Compensation (Incl Perqs)	4	12	286.0	---	---	272.3	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	12	235.9	---	---	235.6	---	---
Target Total Direct Compensation (Incl LTI)	4	12	277.3	---	---	270.4	---	---
Target Total Compensation (Incl Perqs)	4	12	279.9	---	---	270.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	12	15,537.2	---	---	13,490.5	---	---

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
25% No
75% 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 : ARS – Research Science
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	66	87.3	---	77.2	89.7	96.3	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	6	66	92.2	---	83.0	95.3	99.7	---
Actual Total Direct Compensation (Incl LTI)	6	66	92.2	---	83.0	95.3	99.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	66	92.6	---	83.0	95.3	100.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	66	92.6	---	83.0	95.3	100.3	---
Total Compensation (Incl Perqs)	6	66	92.7	---	83.0	95.3	100.4	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	6	66	91.3	---	83.0	93.3	99.3	---
Target Total Direct Compensation (Incl LTI)	6	66	91.3	---	83.0	93.3	99.3	---
Target Total Compensation (Incl Perqs)	6	66	91.3	---	83.0	93.3	99.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	66	12,784.0	---	525.7	11,900.2	25,528.7	---

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

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
83% No
17% 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 : ARS – Research Science
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	185	112.1	---	107.5	114.2	117.9	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	6	185	121.2	---	115.6	118.9	126.2	---
Actual Total Direct Compensation (Incl LTI)	6	185	123.8	---	115.6	119.8	135.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	185	121.4	---	115.6	118.9	126.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	185	124.0	---	115.6	120.0	136.0	---
Total Compensation (Incl Perqs)	6	185	124.1	---	115.6	120.2	136.1	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	6	185	119.4	---	112.3	117.6	125.5	---
Target Total Direct Compensation (Incl LTI)	6	185	122.0	---	115.6	120.0	129.4	---
Target Total Compensation (Incl Perqs)	6	185	122.1	---	115.6	120.2	129.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	185	13,524.5	---	3,693.0	11,900.2	25,528.7	---

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
67% No
33% Yes

Hourly Rate Eligibility
83% No
17% 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 : ARS – Research Science
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	165	134.0	---	123.4	134.6	151.2	---
Actual Bonus Amount	5	32	25.5	---	9.5	22.5	43.1	---
Actual Bonus as % of Base	5	32	18	---	8	15	29	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	8	165	150.0	---	125.4	141.7	176.3	---
Actual Total Direct Compensation (Incl LTI)	8	165	157.9	---	125.4	153.0	195.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	165	150.7	---	125.4	144.3	176.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	165	158.7	---	125.4	155.6	195.8	---
Total Compensation (Incl Perqs)	8	165	158.8	---	125.4	155.7	195.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	32	20.4	---	10.4	20.0	30.7	---
Target Bonus as % of Base	5	32	14	---	8	14	21	---
Target Cash Compensation	8	165	146.8	---	125.4	142.6	171.6	---
Target Total Direct Compensation (Incl LTI)	8	165	154.7	---	125.4	153.8	186.3	---
Target Total Compensation (Incl Perqs)	8	165	154.9	---	125.4	153.9	186.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	16	20.8	---	---	21.4	---	---
LTI as % of Base	4	16	14	---	---	15	---	---
Total Perquisite Amount	4	27	0.3	---	---	0.3	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	165	11,092.0	---	2,629.3	8,059.3	22,121.5	---

Bonus Eligibility

63% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
37% Not eligible

LTI Eligibility

60% No
40% Yes

Hourly Rate Eligibility

75% No
25% Yes

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Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : ARS – Research Science
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	71	160.1	---	132.3	158.1	180.4	---
Actual Bonus Amount	5	10	31.2	---	13.9	37.4	45.5	---
Actual Bonus as % of Base	5	10	19	---	9	20	27	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	8	71	178.6	---	132.3	186.4	218.7	---
Actual Total Direct Compensation (Incl LTI)	8	71	195.8	---	132.3	198.9	245.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	71	178.7	---	132.3	186.4	219.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	71	195.9	---	132.3	198.9	245.6	---
Total Compensation (Incl Perqs)	8	71	196.7	---	132.3	201.7	245.8	---
TARGET COMPENSATION								
Target Bonus Amount	5	11	26.0	---	15.2	31.8	33.9	---
Target Bonus as % of Base	5	11	16	---	10	18	20	---
Target Cash Compensation	8	71	176.4	---	132.3	187.3	213.7	---
Target Total Direct Compensation (Incl LTI)	8	71	193.5	---	132.3	199.8	241.7	---
Target Total Compensation (Incl Perqs)	8	71	194.3	---	132.3	202.7	241.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	9	41.2	---	---	35.1	---	---
LTI as % of Base	4	9	23	---	---	20	---	---
Total Perquisite Amount	4	10	1.6	---	---	0.3	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	71	12,080.6	---	2,629.3	9,498.1	23,379.4	---

Bonus Eligibility
58% Eligible
4% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
37% Not eligible

LTI Eligibility
58% No
42% Yes

Hourly Rate Eligibility
75% No
25% Yes

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

WillisTowersWatson 

Function : ASC – Supply Chain and Logistics
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	207	114.3	82.0	94.4	119.8	130.5	144.1
Actual Bonus Amount	26	171	14.6	5.7	8.2	13.4	21.0	25.8
Actual Bonus as % of Base	26	171	12	6	8	12	17	19
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	29	207	126.9	88.3	102.7	133.3	145.8	158.1
Actual Total Direct Compensation (Incl LTI)	29	207	131.9	88.3	102.7	135.8	153.6	164.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	27	11.0	0.2	0.5	2.5	25.9	31.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	207	128.4	88.3	103.2	133.3	149.4	164.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	29	207	133.4	88.3	103.2	135.9	156.8	180.9
Total Compensation (Incl Perqs)	29	207	134.5	88.3	103.6	143.0	157.6	180.9
TARGET COMPENSATION								
Target Bonus Amount	25	155	14.3	6.6	8.9	14.2	19.4	22.8
Target Bonus as % of Base	25	155	13	7	10	12	16	19
Target Cash Compensation	28	186	126.3	86.8	104.8	127.2	146.2	156.6
Target Total Direct Compensation (Incl LTI)	28	186	130.4	86.8	105.2	131.7	151.6	166.6
Target Total Compensation (Incl Perqs)	28	186	131.6	86.8	105.5	137.4	152.4	166.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	61	18.6	3.2	10.4	18.7	23.2	38.0
LTI as % of Base	12	61	14	3	8	15	18	27
Total Perquisite Amount	12	54	4.7	0.4	0.5	1.2	5.4	20.0
SCOPE VARIABLES								
Company Revenue (millions)	29	207	6,299.1	608.0	1,181.1	3,570.6	9,536.5	18,370.4

Bonus Eligibility

84% Eligible
1% 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

69% No
31% Yes

Hourly Rate Eligibility

95% No
5% Yes

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

WillisTowersWatson 

Function : ASC – Supply Chain and Logistics
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	194	69.8	53.8	62.6	70.1	78.9	82.8
Actual Bonus Amount	18	131	6.8	2.2	4.4	7.2	8.9	10.4
Actual Bonus as % of Base	18	131	10	3	6	10	12	15
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	23	194	75.1	57.7	70.1	74.9	81.8	91.3
Actual Total Direct Compensation (Incl LTI)	23	194	76.3	57.7	70.4	77.4	81.8	91.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	23	7.4	---	2.4	4.5	13.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	194	75.8	57.7	70.1	76.1	81.8	92.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	194	77.0	57.7	70.4	78.6	82.8	92.5
Total Compensation (Incl Perqs)	23	194	77.9	57.7	71.4	79.3	86.0	92.9
TARGET COMPENSATION								
Target Bonus Amount	17	130	6.9	3.2	4.5	6.7	9.0	10.9
Target Bonus as % of Base	17	130	10	5	7	10	13	15
Target Cash Compensation	22	192	75.5	56.9	70.3	75.2	81.7	92.9
Target Total Direct Compensation (Incl LTI)	22	192	76.6	56.9	72.0	77.6	82.0	92.9
Target Total Compensation (Incl Perqs)	22	192	77.5	56.9	72.0	79.4	84.0	93.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	37	4.7	---	3.8	4.3	5.3	---
LTI as % of Base	7	37	7	---	6	6	9	---
Total Perquisite Amount	14	80	1.7	0.3	0.3	0.6	2.8	6.0
SCOPE VARIABLES								
Company Revenue (millions)	23	194	8,307.3	547.8	2,399.0	4,721.3	12,505.0	23,384.6

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
64% No
36% Yes

Hourly Rate Eligibility
94% No
6% Yes

All values in Canadian Dollar

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Function : ASC – Supply Chain and Logistics
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	37	243	145.8	108.2	133.1	147.6	161.4	178.2
Actual Bonus Amount	35	212	31.1	9.6	17.1	30.6	43.5	49.5
Actual Bonus as % of Base	35	212	20	8	13	20	27	33
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	37	243	174.8	113.9	152.4	179.0	200.4	212.8
Actual Total Direct Compensation (Incl LTI)	37	243	199.2	113.9	157.8	206.0	237.2	273.1
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	26	12.6	0.6	1.4	5.0	20.1	48.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	37	243	176.3	113.9	152.4	184.3	202.1	213.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	37	243	200.9	113.9	158.1	209.3	241.1	273.8
Total Compensation (Incl Perqs)	37	243	203.6	113.9	161.2	209.3	243.7	278.5
TARGET COMPENSATION								
Target Bonus Amount	34	207	28.4	13.7	20.2	29.7	36.0	40.8
Target Bonus as % of Base	34	207	19	10	15	20	22	25
Target Cash Compensation	36	235	173.0	113.4	163.1	177.3	193.8	215.0
Target Total Direct Compensation (Incl LTI)	36	235	197.6	113.4	163.7	201.9	230.7	272.3
Target Total Compensation (Incl Perqs)	36	235	200.3	113.4	166.6	202.7	234.1	276.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	26	142	37.9	13.1	18.2	32.9	49.4	76.0
LTI as % of Base	26	142	24	9	11	21	32	47
Total Perquisite Amount	23	111	5.6	0.3	1.3	4.6	7.6	12.4
SCOPE VARIABLES								
Company Revenue (millions)	37	243	6,355.6	695.0	1,828.6	3,570.6	9,505.7	19,438.3

Bonus Eligibility	
91%	Eligible
0%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
8%	Not eligible

LTI Eligibility	
35%	No
65%	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 : ASC – Supply Chain and Logistics
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	126	177.0	125.0	150.7	174.0	200.1	232.1
Actual Bonus Amount	26	108	46.7	14.5	32.3	48.5	58.3	79.1
Actual Bonus as % of Base	26	108	25	11	18	28	31	37
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	29	126	218.6	125.0	170.4	227.6	264.4	282.6
Actual Total Direct Compensation (Incl LTI)	29	126	275.0	125.0	170.4	265.2	351.0	388.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	14	11.3	---	0.8	3.6	27.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	126	219.3	125.0	170.4	227.6	266.2	282.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	29	126	275.7	125.0	170.4	265.2	353.3	388.8
Total Compensation (Incl Perqs)	29	126	280.7	125.0	170.4	268.8	361.3	393.7
TARGET COMPENSATION								
Target Bonus Amount	25	101	42.7	14.8	29.1	45.4	55.6	65.5
Target Bonus as % of Base	25	101	23	13	19	25	26	31
Target Cash Compensation	28	119	215.0	124.2	179.8	223.8	250.4	290.8
Target Total Direct Compensation (Incl LTI)	28	119	266.9	124.2	179.8	253.5	339.6	372.6
Target Total Compensation (Incl Perqs)	28	119	271.8	124.2	179.8	254.2	352.0	382.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	68	83.4	24.5	39.2	70.5	114.4	177.4
LTI as % of Base	20	68	43	13	22	33	54	99
Total Perquisite Amount	18	68	8.1	1.3	4.1	8.0	9.7	15.2
SCOPE VARIABLES								
Company Revenue (millions)	29	126	7,519.6	977.9	1,573.5	4,045.0	11,328.5	21,567.6

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	
32%	No
68%	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 : ASC – Supply Chain and Logistics
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	28	218.6	160.0	206.8	216.0	235.8	258.8
Actual Bonus Amount	15	27	64.2	26.3	28.5	71.4	86.8	91.4
Actual Bonus as % of Base	15	27	29	14	22	31	36	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	28	282.0	187.8	238.8	304.4	319.6	347.0
Actual Total Direct Compensation (Incl LTI)	15	28	385.1	187.8	319.6	411.6	463.1	507.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	28	282.4	189.8	238.8	304.4	319.6	347.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	28	385.4	189.8	319.6	411.6	463.6	507.7
Total Compensation (Incl Perqs)	15	28	394.5	189.8	319.6	416.1	471.4	527.3
TARGET COMPENSATION								
Target Bonus Amount	14	27	60.9	24.7	51.3	66.6	70.9	84.1
Target Bonus as % of Base	14	27	27	17	25	30	30	33
Target Cash Compensation	14	27	280.1	177.8	256.6	291.7	311.4	342.9
Target Total Direct Compensation (Incl LTI)	14	27	379.5	177.8	298.4	419.0	461.6	499.2
Target Total Compensation (Incl Perqs)	14	27	389.2	177.8	298.4	427.0	470.7	521.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	23	136.6	42.6	83.6	147.2	173.7	216.3
LTI as % of Base	12	23	61	22	38	59	81	99
Total Perquisite Amount	10	22	13.6	4.8	7.7	14.2	17.6	27.1
SCOPE VARIABLES								
Company Revenue (millions)	15	28	8,590.9	1,320.0	2,943.2	4,457.4	12,505.0	21,809.5

Bonus Eligibility
97% Eligible
3% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
0% Not eligible

LTI Eligibility
23% No
77% 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 : ASC – Supply Chain and Logistics
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	33	504	85.0	71.2	75.5	83.6	91.8	99.8
Actual Bonus Amount	27	403	9.0	2.8	5.7	8.3	13.6	16.5
Actual Bonus as % of Base	27	403	11	3	6	10	15	19
Hourly Rate	5	25	41	---	37	38	47	---
Actual Cash Compensation	33	504	92.3	72.4	85.7	91.6	98.3	107.7
Actual Total Direct Compensation (Incl LTI)	33	504	94.9	72.4	89.0	95.5	102.6	113.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	90	10.5	0.4	0.7	9.9	20.2	27.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	33	504	93.7	72.4	85.7	95.2	102.1	110.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	33	504	96.2	72.4	89.5	95.9	105.2	116.0
Total Compensation (Incl Perqs)	33	504	97.3	72.5	89.5	97.0	107.0	118.1
TARGET COMPENSATION								
Target Bonus Amount	26	366	8.8	2.9	6.7	9.1	11.1	13.4
Target Bonus as % of Base	26	366	10	4	8	11	13	15
Target Cash Compensation	32	467	92.4	73.3	86.0	91.7	98.7	109.4
Target Total Direct Compensation (Incl LTI)	32	467	94.8	73.3	88.2	95.1	99.8	114.1
Target Total Compensation (Incl Perqs)	32	467	95.9	73.3	88.2	97.2	104.4	115.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	175	7.8	4.0	4.4	6.0	9.8	17.0
LTI as % of Base	13	175	10	5	5	7	13	22
Total Perquisite Amount	20	184	2.0	0.3	0.4	0.6	3.8	5.4
SCOPE VARIABLES								
Company Revenue (millions)	33	504	6,738.1	633.7	2,112.9	4,030.0	10,492.2	20,378.6

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
59% No
41% Yes

Hourly Rate Eligibility
86% No
14% Yes

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Function : ASC – Supply Chain and Logistics
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	36	638	103.5	90.0	94.4	102.5	110.4	121.2
Actual Bonus Amount	30	397	14.3	5.6	9.9	12.4	19.0	24.6
Actual Bonus as % of Base	30	397	14	6	10	13	17	22
Hourly Rate	5	24	48	---	45	48	52	---
Actual Cash Compensation	36	638	114.8	92.8	104.6	113.6	122.0	134.0
Actual Total Direct Compensation (Incl LTI)	36	638	119.0	92.8	109.4	119.6	127.5	144.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	57	10.7	0.7	1.8	6.2	21.8	31.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	638	115.7	92.8	105.0	114.3	123.7	134.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	36	638	119.9	92.8	109.4	121.8	129.3	144.6
Total Compensation (Incl Perqs)	36	638	121.0	92.8	109.4	122.3	130.9	146.9
TARGET COMPENSATION								
Target Bonus Amount	29	362	13.7	8.7	9.6	12.8	15.7	20.3
Target Bonus as % of Base	29	362	13	9	10	12	15	20
Target Cash Compensation	35	599	114.5	92.6	105.0	115.2	121.6	132.7
Target Total Direct Compensation (Incl LTI)	35	599	118.6	92.6	110.0	120.3	127.9	141.9
Target Total Compensation (Incl Perqs)	35	599	119.7	92.6	110.0	120.9	129.1	144.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	175	11.3	5.5	5.8	10.5	14.4	21.6
LTI as % of Base	18	175	11	5	6	10	15	20
Total Perquisite Amount	19	211	2.5	0.3	0.5	1.8	4.8	6.3
SCOPE VARIABLES								
Company Revenue (millions)	36	638	6,445.5	949.6	2,006.7	3,961.4	10,507.6	16,717.8

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	
53%	No
47%	Yes

Hourly Rate Eligibility	
92%	No
8%	Yes

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

WillisTowersWatson 

Function : ASC – Supply Chain and Logistics
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	505	124.4	101.8	113.5	122.9	133.1	156.8
Actual Bonus Amount	28	410	23.8	11.1	15.1	21.5	27.0	34.8
Actual Bonus as % of Base	28	410	18	9	14	17	22	26
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	31	505	145.4	109.2	126.7	143.2	155.2	183.1
Actual Total Direct Compensation (Incl LTI)	31	505	155.9	109.2	134.3	152.7	172.8	197.4
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	75	15.1	---	2.6	9.8	28.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	505	146.2	109.2	126.7	144.0	155.7	185.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	505	156.9	109.2	134.3	154.3	172.8	203.9
Total Compensation (Incl Perqs)	31	505	158.2	109.2	134.3	155.0	175.4	207.5
TARGET COMPENSATION								
Target Bonus Amount	27	368	22.4	14.3	16.1	20.8	23.5	31.3
Target Bonus as % of Base	27	368	17	13	14	16	20	21
Target Cash Compensation	30	457	144.3	108.7	130.6	143.2	154.7	176.4
Target Total Direct Compensation (Incl LTI)	30	457	155.0	108.7	135.0	153.5	172.8	198.9
Target Total Compensation (Incl Perqs)	30	457	156.3	108.7	135.1	153.8	176.7	199.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	239	19.8	9.5	11.3	21.1	26.6	32.0
LTI as % of Base	21	239	15	7	8	16	21	24
Total Perquisite Amount	17	229	2.5	0.3	0.5	2.5	4.5	6.2
SCOPE VARIABLES								
Company Revenue (millions)	31	505	7,317.2	1,224.4	2,344.5	4,265.0	12,134.0	18,303.8

Bonus Eligibility
86% Eligible
1% 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
39% No
61% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ASC – Supply Chain and Logistics
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	63	155.4	129.8	139.2	151.0	162.6	207.8
Actual Bonus Amount	14	55	35.0	12.4	28.8	35.6	39.8	59.8
Actual Bonus as % of Base	14	55	23	9	18	23	27	33
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	16	63	186.0	147.2	167.6	184.8	195.0	230.1
Actual Total Direct Compensation (Incl LTI)	16	63	209.9	167.3	183.9	206.2	217.4	269.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	8	11.3	---	0.5	5.5	24.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	63	186.8	147.2	167.6	186.0	197.4	231.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	63	210.7	167.3	183.9	207.2	217.5	274.3
Total Compensation (Incl Perqs)	16	63	213.2	167.3	184.4	210.4	227.1	276.2
TARGET COMPENSATION								
Target Bonus Amount	13	46	32.6	22.8	27.3	30.1	34.1	53.4
Target Bonus as % of Base	13	46	21	16	18	20	23	28
Target Cash Compensation	15	54	185.7	154.3	170.9	179.4	197.3	233.6
Target Total Direct Compensation (Incl LTI)	15	54	208.7	158.4	198.2	205.3	222.4	266.8
Target Total Compensation (Incl Perqs)	15	54	211.3	158.4	202.1	206.4	229.8	269.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	42	36.2	18.4	24.6	38.9	45.5	55.6
LTI as % of Base	13	42	24	12	16	25	30	38
Total Perquisite Amount	10	30	4.3	0.3	2.1	3.2	5.8	11.7
SCOPE VARIABLES								
Company Revenue (millions)	16	63	10,510.9	2,077.3	3,188.1	7,591.4	13,044.2	29,245.6

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
12% Not eligible

LTI Eligibility

24% No
76% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : ASC – Supply Chain and Logistics
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	154.1	---	---	151.8	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	5	179.4	---	---	179.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	206.2	---	---	210.1	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	185.7	---	---	191.7	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	5	212.4	---	---	222.6	---	---
Total Compensation (Incl Perqs)	4	5	214.6	---	---	225.2	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	5	177.2	---	---	179.8	---	---
Target Total Direct Compensation (Incl LTI)	4	5	203.9	---	---	210.8	---	---
Target Total Compensation (Incl Perqs)	4	5	206.1	---	---	213.4	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	12,819.0	---	---	7,424.8	---	---

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
25% No
75% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ASC – Supply Chain and Logistics
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	55	59.2	36.7	50.9	62.3	68.5	73.8
Actual Bonus Amount	8	46	4.1	---	2.2	3.8	5.7	---
Actual Bonus as % of Base	8	46	7	---	5	7	9	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	11	55	62.1	38.0	54.5	63.8	70.3	77.8
Actual Total Direct Compensation (Incl LTI)	11	55	63.4	38.0	54.5	66.4	74.0	78.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	55	64.4	38.0	54.5	66.0	74.0	86.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	55	65.7	38.0	54.5	67.2	74.7	90.8
Total Compensation (Incl Perqs)	11	55	68.0	38.0	54.5	70.4	79.1	96.2
TARGET COMPENSATION								
Target Bonus Amount	7	17	5.8	---	2.5	7.0	7.9	---
Target Bonus as % of Base	7	17	10	---	5	10	12	---
Target Cash Compensation	10	25	62.3	37.3	51.2	64.7	73.5	79.6
Target Total Direct Compensation (Incl LTI)	10	25	63.2	37.3	51.2	66.6	75.2	80.1
Target Total Compensation (Incl Perqs)	10	25	65.8	37.3	51.2	68.9	81.4	84.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	15	5.2	---	0.4	1.0	12.1	---
SCOPE VARIABLES								
Company Revenue (millions)	11	55	7,226.0	442.2	1,866.3	4,045.0	12,134.0	22,684.0

Bonus Eligibility
72% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
27% Not eligible

LTI Eligibility
73% No
27% Yes

Hourly Rate Eligibility
82% No
18% Yes

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Function : ASC – Supply Chain and Logistics
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	26	398	71.7	56.4	61.5	67.5	80.3	84.5
Actual Bonus Amount	16	137	6.3	2.1	4.2	5.6	7.4	11.9
Actual Bonus as % of Base	16	137	9	3	6	8	11	17
Hourly Rate	8	122	36	---	31	37	40	---
Actual Cash Compensation	26	398	75.6	60.6	63.1	72.9	84.2	91.8
Actual Total Direct Compensation (Incl LTI)	26	398	76.4	60.6	63.2	73.3	84.7	93.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	22	7.7	---	0.4	8.1	14.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	26	398	76.7	60.6	63.1	73.3	84.2	95.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	26	398	77.6	60.6	63.2	73.3	85.6	98.6
Total Compensation (Incl Perqs)	26	398	78.9	60.6	63.2	73.4	87.4	103.5
TARGET COMPENSATION								
Target Bonus Amount	15	97	6.6	3.1	5.4	6.0	8.2	11.6
Target Bonus as % of Base	15	97	10	5	8	9	11	16
Target Cash Compensation	25	357	75.4	59.3	63.1	73.0	84.1	91.5
Target Total Direct Compensation (Incl LTI)	25	357	76.0	59.3	63.1	73.0	84.1	95.4
Target Total Compensation (Incl Perqs)	25	357	77.4	59.3	63.2	73.0	85.0	100.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	60	5.4	---	---	5.1	---	---
LTI as % of Base	4	60	7	---	---	7	---	---
Total Perquisite Amount	11	76	3.6	0.3	0.3	0.8	4.8	13.8
SCOPE VARIABLES								
Company Revenue (millions)	26	398	6,798.8	225.4	1,187.4	3,185.8	10,925.7	20,374.0

Bonus Eligibility
61% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
38% Not eligible

LTI Eligibility
85% No
15% Yes

Hourly Rate Eligibility
70% No
30% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands – 2017 Accounting Value

Function : ASC – Supply Chain and Logistics
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	28	241	75.4	49.2	67.2	75.4	83.5	98.7
Actual Bonus Amount	22	165	7.7	2.1	5.0	7.2	10.0	15.0
Actual Bonus as % of Base	22	165	10	3	7	9	12	18
Hourly Rate	8	109	39	---	33	38	47	---
Actual Cash Compensation	28	241	81.3	53.2	72.5	82.1	91.3	106.7
Actual Total Direct Compensation (Incl LTI)	28	241	83.1	53.2	75.6	83.0	93.0	107.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	32	11.7	---	3.1	13.6	19.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	28	241	82.8	53.2	72.5	82.5	95.7	107.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	28	241	84.6	53.2	75.6	84.1	96.4	109.1
Total Compensation (Incl Perqs)	28	241	86.0	53.2	75.6	84.6	98.1	118.0
TARGET COMPENSATION								
Target Bonus Amount	21	161	7.7	2.6	6.1	7.5	10.0	12.1
Target Bonus as % of Base	21	161	10	5	8	10	12	15
Target Cash Compensation	27	237	81.1	51.9	74.6	81.9	91.3	103.5
Target Total Direct Compensation (Incl LTI)	27	237	82.8	51.9	75.6	82.7	91.7	105.7
Target Total Compensation (Incl Perqs)	27	237	84.2	51.9	75.6	84.3	96.3	112.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	29	8.4	---	4.6	8.6	11.9	---
LTI as % of Base	6	29	10	---	6	9	14	---
Total Perquisite Amount	14	83	3.1	0.3	0.5	1.0	4.8	12.2
SCOPE VARIABLES								
Company Revenue (millions)	28	241	7,147.6	592.2	2,035.1	4,022.5	11,731.2	19,482.1

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
75% No
25% Yes

Hourly Rate Eligibility
76% No
24% 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 : ASC – Supply Chain and Logistics
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	72	87.7	56.7	79.3	91.3	95.8	109.0
Actual Bonus Amount	10	43	11.0	5.5	6.7	11.9	13.3	19.9
Actual Bonus as % of Base	10	43	12	8	9	12	13	21
Hourly Rate	4	23	44	---	---	46	---	---
Actual Cash Compensation	15	72	95.0	62.7	82.8	94.7	109.1	123.1
Actual Total Direct Compensation (Incl LTI)	15	72	96.8	62.7	82.8	94.7	109.1	132.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	16	12.5	---	2.2	11.4	20.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	72	99.4	62.7	82.8	101.5	117.0	136.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	72	101.2	62.7	82.8	101.5	117.6	147.2
Total Compensation (Incl Perqs)	15	72	103.5	62.7	82.8	101.5	118.1	153.9
TARGET COMPENSATION								
Target Bonus Amount	10	43	10.9	4.2	7.3	10.8	13.9	18.6
Target Bonus as % of Base	10	43	12	7	10	11	13	19
Target Cash Compensation	15	72	95.0	61.4	82.8	94.7	108.6	123.2
Target Total Direct Compensation (Incl LTI)	15	72	96.7	61.4	82.8	94.7	108.6	133.5
Target Total Compensation (Incl Perqs)	15	72	99.0	61.4	82.8	94.7	111.5	145.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	6	34	5.7	---	0.4	1.7	11.1	---
SCOPE VARIABLES								
Company Revenue (millions)	15	72	6,118.2	593.7	1,791.0	4,045.0	10,461.5	16,965.0

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	
69%	No
31%	Yes

Hourly Rate Eligibility	
73%	No
27%	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 : ASC – Supply Chain and Logistics
Level : W1 – Entry (W1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	23	63.7	---	55.7	64.3	70.7	---
Actual Bonus Amount	4	11	4.1	---	---	4.0	---	---
Actual Bonus as % of Base	4	11	6	---	---	6	---	---
Hourly Rate	7	23	31	---	29	31	34	---
Actual Cash Compensation	7	23	65.8	---	57.3	66.1	73.7	---
Actual Total Direct Compensation (Incl LTI)	7	23	66.6	---	57.3	66.1	73.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	23	69.5	---	57.3	66.1	75.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	23	70.2	---	57.3	66.1	80.5	---
Total Compensation (Incl Perqs)	7	23	71.7	---	57.3	69.4	81.5	---
TARGET COMPENSATION								
Target Bonus Amount	4	14	3.9	---	---	4.6	---	---
Target Bonus as % of Base	4	14	6	---	---	7	---	---
Target Cash Compensation	7	23	66.0	---	57.3	66.4	75.0	---
Target Total Direct Compensation (Incl LTI)	7	23	66.8	---	57.3	66.4	75.0	---
Target Total Compensation (Incl Perqs)	7	23	68.2	---	57.3	69.7	77.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	15	3.0	---	---	2.8	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	23	4,925.5	---	1,214.0	3,167.0	4,457.4	---

Bonus Eligibility
53% Eligible
4% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
43% Not eligible

LTI Eligibility
86% No
14% Yes

Hourly Rate Eligibility
0% No
100% 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 : ASC – Supply Chain and Logistics
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	169	74.1	48.6	68.7	77.0	81.1	95.2
Actual Bonus Amount	10	126	6.9	2.7	3.8	6.0	9.1	14.0
Actual Bonus as % of Base	10	126	9	4	5	10	12	18
Hourly Rate	12	151	36	25	34	36	43	48
Actual Cash Compensation	15	169	78.7	51.0	72.3	81.1	92.1	98.1
Actual Total Direct Compensation (Incl LTI)	15	169	79.7	51.0	72.2	81.1	92.7	98.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	169	79.5	51.0	72.7	81.1	92.2	98.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	169	80.5	51.0	72.7	81.1	94.6	103.5
Total Compensation (Incl Perqs)	15	169	81.3	51.0	72.7	83.9	95.1	106.0
TARGET COMPENSATION								
Target Bonus Amount	9	91	6.3	---	4.1	6.6	8.5	---
Target Bonus as % of Base	9	91	8	---	7	8	10	---
Target Cash Compensation	14	132	78.1	49.8	67.1	81.8	87.7	100.5
Target Total Direct Compensation (Incl LTI)	14	132	79.2	49.8	67.1	83.5	89.8	102.8
Target Total Compensation (Incl Perqs)	14	132	80.0	49.8	67.1	84.4	89.9	105.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	6	61	2.1	---	0.5	0.8	4.9	---
SCOPE VARIABLES								
Company Revenue (millions)	15	169	6,747.0	544.8	1,791.0	2,801.0	8,550.0	22,961.5

Bonus Eligibility
66% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
34% Not eligible

LTI Eligibility
84% No
16% Yes

Hourly Rate Eligibility
20% No
80% Yes

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

All monetary values in thousands – 2017 Accounting Value

Function : ASC – Supply Chain and Logistics
Level : W3 – Senior (W3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	216	79.7	43.1	59.1	81.2	97.8	120.9
Actual Bonus Amount	7	105	5.1	---	3.0	4.8	8.6	---
Actual Bonus as % of Base	7	105	6	---	5	5	7	---
Hourly Rate	10	177	41	27	30	41	50	61
Actual Cash Compensation	12	216	82.6	44.5	59.1	84.7	99.7	128.0
Actual Total Direct Compensation (Incl LTI)	12	216	82.6	44.5	59.1	84.7	99.7	128.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	15	11.5	---	---	8.9	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	216	85.9	44.5	59.1	91.3	106.7	130.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	216	85.9	44.5	59.1	91.3	106.7	130.5
Total Compensation (Incl Perqs)	12	216	86.7	44.5	59.1	91.7	106.8	132.3
TARGET COMPENSATION								
Target Bonus Amount	7	89	5.4	---	3.7	4.5	6.8	---
Target Bonus as % of Base	7	89	6	---	5	6	8	---
Target Cash Compensation	12	196	80.9	44.4	59.1	78.6	98.3	129.0
Target Total Direct Compensation (Incl LTI)	12	196	80.9	44.4	59.1	78.6	98.3	129.0
Target Total Compensation (Incl Perqs)	12	196	81.6	44.4	59.1	78.9	99.6	130.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	5	83	2.6	---	0.4	0.5	5.8	---
SCOPE VARIABLES								
Company Revenue (millions)	12	216	7,899.7	962.9	2,240.8	4,251.2	12,619.6	24,388.7

Bonus Eligibility
58% Eligible
1% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
42% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
18% No
82% 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 : ASC – Supply Chain and Logistics
Level : W4 – Lead (W4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	107	90.7	---	83.7	89.3	96.9	---
Actual Bonus Amount	5	93	8.2	---	3.4	8.9	12.5	---
Actual Bonus as % of Base	5	93	9	---	4	10	13	---
Hourly Rate	6	96	44	---	37	43	50	---
Actual Cash Compensation	7	107	96.5	---	88.1	97.9	110.4	---
Actual Total Direct Compensation (Incl LTI)	7	107	97.2	---	88.1	97.9	110.4	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	107	101.7	---	89.1	102.3	117.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	107	102.4	---	89.1	107.6	117.7	---
Total Compensation (Incl Perqs)	7	107	103.4	---	89.1	108.6	118.2	---
TARGET COMPENSATION								
Target Bonus Amount	4	42	7.5	---	---	6.7	---	---
Target Bonus as % of Base	4	42	8	---	---	8	---	---
Target Cash Compensation	6	55	89.8	---	81.6	92.5	99.5	---
Target Total Direct Compensation (Incl LTI)	6	55	90.7	---	81.6	92.8	103.1	---
Target Total Compensation (Incl Perqs)	6	55	91.8	---	81.9	95.5	103.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	107	8,787.8	---	2,801.0	4,265.0	18,370.4	---

Bonus Eligibility
71% Eligible
0% 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
86% No
14% Yes

Hourly Rate Eligibility
14% No
86% Yes

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

WillisTowersWatson 

Function : AZE – Engineering
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	30	368	133.5	105.5	123.0	136.0	146.6	153.4
Actual Bonus Amount	25	306	22.8	9.4	15.3	23.9	29.2	35.4
Actual Bonus as % of Base	25	306	17	7	13	17	21	25
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	30	368	152.5	113.7	132.2	160.1	175.8	182.8
Actual Total Direct Compensation (Incl LTI)	30	368	165.5	113.7	132.2	160.1	192.6	232.5
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	32	11.2	0.6	2.0	13.1	18.1	20.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	30	368	154.8	113.9	132.2	160.8	179.3	189.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	30	368	167.7	113.9	132.2	160.8	194.2	234.4
Total Compensation (Incl Perqs)	30	368	169.0	114.3	132.3	161.6	195.8	239.4
TARGET COMPENSATION								
Target Bonus Amount	24	247	20.1	8.6	13.4	21.5	26.4	30.2
Target Bonus as % of Base	24	247	15	8	10	15	20	20
Target Cash Compensation	29	308	149.1	113.2	126.1	155.5	168.3	181.9
Target Total Direct Compensation (Incl LTI)	29	308	160.1	113.2	126.1	155.5	188.4	204.4
Target Total Compensation (Incl Perqs)	29	308	161.5	113.5	126.3	156.6	191.8	204.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	152	36.7	15.3	19.5	28.6	59.7	80.8
LTI as % of Base	12	152	24	10	13	18	37	55
Total Perquisite Amount	13	85	4.3	0.3	0.4	2.7	5.9	15.2
SCOPE VARIABLES								
Company Revenue (millions)	30	368	6,784.5	672.7	1,788.3	2,879.9	9,043.2	24,381.1

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
66% No
34% 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 : AZE – Engineering
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	700	79.5	67.4	73.9	79.4	84.2	90.3
Actual Bonus Amount	24	412	9.0	4.3	6.1	8.5	10.8	14.3
Actual Bonus as % of Base	24	412	11	5	8	11	14	18
Hourly Rate	4	60	36	---	---	36	---	---
Actual Cash Compensation	31	700	86.4	71.5	79.4	88.1	92.8	100.5
Actual Total Direct Compensation (Incl LTI)	31	700	89.4	71.5	79.4	90.6	98.7	105.7
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	77	11.6	0.7	2.0	13.0	17.3	24.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	700	87.7	71.5	79.4	89.9	96.3	102.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	700	90.7	71.5	79.4	92.3	100.9	113.8
Total Compensation (Incl Perqs)	31	700	91.4	71.6	79.5	92.6	101.4	116.2
TARGET COMPENSATION								
Target Bonus Amount	23	337	9.2	5.4	7.3	8.1	11.4	13.1
Target Bonus as % of Base	23	337	11	8	10	10	15	15
Target Cash Compensation	30	620	86.6	73.7	79.2	88.1	93.7	101.9
Target Total Direct Compensation (Incl LTI)	30	620	89.1	73.7	79.2	88.6	98.1	107.3
Target Total Compensation (Incl Perqs)	30	620	89.8	73.7	79.2	89.0	99.2	108.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	224	9.6	2.7	3.9	8.9	14.1	19.5
LTI as % of Base	12	224	12	3	5	10	17	24
Total Perquisite Amount	18	174	1.8	0.3	0.4	1.0	2.3	6.0
SCOPE VARIABLES								
Company Revenue (millions)	31	700	7,012.3	1,001.5	1,932.0	4,045.0	12,134.0	18,485.8

Bonus Eligibility
76% Eligible
1% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
23% Not eligible

LTI Eligibility
61% No
39% Yes

Hourly Rate Eligibility
92% No
8% 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 : AZE – Engineering
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	43	878	156.3	116.9	131.6	154.9	176.1	195.5
Actual Bonus Amount	38	773	38.5	12.7	23.3	34.5	47.9	61.4
Actual Bonus as % of Base	38	773	23	10	15	21	27	36
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	43	878	189.9	119.1	157.6	185.2	220.4	262.0
Actual Total Direct Compensation (Incl LTI)	43	878	219.7	119.1	157.6	199.0	270.4	340.4
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	15	123	12.3	0.8	4.0	10.7	16.2	36.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	43	878	191.7	119.1	157.6	186.0	225.5	263.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	43	878	221.5	119.1	157.6	199.0	272.3	341.9
Total Compensation (Incl Perqs)	43	878	223.6	119.3	157.6	203.8	275.2	346.9
TARGET COMPENSATION								
Target Bonus Amount	37	763	34.0	11.9	22.6	33.5	40.5	61.2
Target Bonus as % of Base	37	763	20	10	15	20	25	29
Target Cash Compensation	42	858	185.4	117.8	154.2	184.5	210.3	266.4
Target Total Direct Compensation (Incl LTI)	42	858	214.2	117.8	154.2	200.2	262.3	342.5
Target Total Compensation (Incl Perqs)	42	858	216.3	118.0	154.2	207.0	267.1	347.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	28	510	49.5	16.2	24.2	39.4	71.5	103.9
LTI as % of Base	28	510	28	10	14	22	37	55
Total Perquisite Amount	24	389	4.9	0.3	1.0	4.8	7.2	9.7
SCOPE VARIABLES								
Company Revenue (millions)	43	878	6,008.2	567.2	1,356.0	2,943.2	8,550.0	16,357.9

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
14% Not eligible

LTI Eligibility
43% No
57% 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 : AZE – Engineering
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	45	547	186.0	135.0	160.0	190.2	212.4	227.4
Actual Bonus Amount	39	466	54.9	18.7	36.7	57.1	69.3	90.2
Actual Bonus as % of Base	39	466	28	13	19	29	35	47
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	45	547	233.0	136.9	198.3	247.3	277.6	303.9
Actual Total Direct Compensation (Incl LTI)	45	547	289.6	136.9	198.3	285.8	370.5	444.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	73	18.4	0.6	1.5	15.5	37.2	44.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	45	547	235.5	136.9	198.3	249.6	285.8	312.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	45	547	292.1	136.9	198.3	290.9	372.8	444.7
Total Compensation (Incl Perqs)	45	547	297.7	137.0	198.3	290.9	385.4	451.2
TARGET COMPENSATION								
Target Bonus Amount	38	389	46.7	14.6	36.0	50.6	58.4	66.9
Target Bonus as % of Base	38	389	24	13	20	25	29	30
Target Cash Compensation	44	465	225.9	136.6	186.7	235.5	268.0	285.6
Target Total Direct Compensation (Incl LTI)	44	465	279.8	136.6	186.7	278.4	350.6	417.2
Target Total Compensation (Incl Perqs)	44	465	285.4	136.6	186.7	278.4	362.4	424.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	30	346	91.0	28.0	46.0	73.7	145.4	175.5
LTI as % of Base	30	346	44	11	24	34	62	92
Total Perquisite Amount	27	330	11.0	1.3	5.3	8.2	14.6	24.5
SCOPE VARIABLES								
Company Revenue (millions)	45	547	5,997.0	593.7	1,568.0	3,570.6	8,525.0	15,351.6

Bonus Eligibility
84% Eligible
1% 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
38% No
62% 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 : AZE – Engineering
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	25	130	222.2	153.4	198.7	220.7	247.4	278.6
Actual Bonus Amount	23	115	71.7	18.7	33.6	72.5	81.9	133.4
Actual Bonus as % of Base	23	115	31	8	16	28	38	55
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	25	130	288.0	168.9	234.1	288.7	345.4	386.2
Actual Total Direct Compensation (Incl LTI)	25	130	387.9	168.9	238.3	395.7	506.1	613.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	18	18.3	---	2.4	8.5	36.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	25	130	290.2	180.0	234.1	289.4	345.5	391.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	25	130	390.1	180.0	238.3	395.7	511.8	613.1
Total Compensation (Incl Perqs)	25	130	397.6	180.0	241.4	398.9	521.3	621.3
TARGET COMPENSATION								
Target Bonus Amount	21	109	65.3	16.3	42.2	65.8	85.9	92.7
Target Bonus as % of Base	21	109	28	9	23	28	34	39
Target Cash Compensation	23	124	277.0	162.9	220.6	289.5	333.5	373.0
Target Total Direct Compensation (Incl LTI)	23	124	367.4	162.9	220.6	370.3	502.0	540.8
Target Total Compensation (Incl Perqs)	23	124	375.4	162.9	223.0	373.5	506.5	563.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	97	147.6	34.9	87.5	148.5	189.9	277.1
LTI as % of Base	17	97	60	16	38	67	80	95
Total Perquisite Amount	17	96	11.3	2.7	4.4	12.4	16.1	20.6
SCOPE VARIABLES								
Company Revenue (millions)	25	130	6,774.8	435.5	1,311.0	3,922.8	11,328.5	21,041.9

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	
34%	No
66%	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 : AZE – Engineering
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	43	2621	89.5	72.8	83.2	90.4	97.5	105.1
Actual Bonus Amount	33	1044	12.1	6.6	7.3	10.7	16.3	18.7
Actual Bonus as % of Base	33	1044	13	7	9	12	17	21
Hourly Rate	5	91	43	---	37	43	50	---
Actual Cash Compensation	43	2621	98.5	75.7	92.0	101.4	107.5	115.0
Actual Total Direct Compensation (Incl LTI)	43	2621	102.8	75.7	92.1	105.8	116.0	128.2
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	17	237	11.3	0.5	1.6	7.2	19.3	28.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	43	2621	100.1	75.7	92.0	103.1	108.5	125.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	43	2621	104.4	75.7	92.9	106.2	122.7	130.2
Total Compensation (Incl Perqs)	43	2621	105.1	75.8	94.2	107.0	122.7	132.1
TARGET COMPENSATION								
Target Bonus Amount	32	960	11.5	7.8	8.4	11.0	13.5	16.0
Target Bonus as % of Base	32	960	12	8	10	12	15	15
Target Cash Compensation	42	2534	98.0	75.1	88.9	101.9	105.4	115.1
Target Total Direct Compensation (Incl LTI)	42	2534	101.8	75.1	88.9	105.3	113.3	125.2
Target Total Compensation (Incl Perqs)	42	2534	102.6	75.1	89.9	105.5	116.0	128.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	640	13.1	4.3	4.6	15.3	20.3	23.6
LTI as % of Base	15	640	14	5	5	17	22	26
Total Perquisite Amount	23	557	2.1	0.3	0.5	1.0	4.1	5.7
SCOPE VARIABLES								
Company Revenue (millions)	43	2621	5,799.9	407.6	1,214.0	2,943.2	8,550.0	16,357.9

Bonus Eligibility

72% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
27% Not eligible

LTI Eligibility

64% No
36% Yes

Hourly Rate Eligibility

96% No
4% 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 : AZE – Engineering
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	50	3605	106.2	88.0	97.4	105.5	112.4	128.3
Actual Bonus Amount	39	1773	16.9	7.3	9.7	14.2	22.4	26.0
Actual Bonus as % of Base	39	1773	15	8	10	13	19	23
Hourly Rate	5	267	46	---	39	46	53	---
Actual Cash Compensation	50	3605	119.2	89.9	107.5	119.4	126.2	151.6
Actual Total Direct Compensation (Incl LTI)	50	3605	125.4	90.3	107.5	124.7	139.5	164.3
Actual Retention Bonus	4	89	20.2	---	---	16.0	---	---
Total Variable Payments – Excl Actual Bonus	17	351	10.5	0.6	2.7	12.5	17.4	21.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	50	3605	120.7	89.9	107.6	119.7	132.3	155.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	50	3605	126.9	90.3	107.6	126.3	141.6	165.8
Total Compensation (Incl Perqs)	50	3605	127.7	90.3	107.7	126.3	142.9	166.3
TARGET COMPENSATION								
Target Bonus Amount	38	1664	15.2	8.5	10.3	14.5	16.9	22.4
Target Bonus as % of Base	38	1664	14	8	10	14	15	20
Target Cash Compensation	49	3490	117.9	89.5	105.4	118.8	127.2	145.3
Target Total Direct Compensation (Incl LTI)	49	3490	123.7	89.5	106.7	121.9	134.8	161.2
Target Total Compensation (Incl Perqs)	49	3490	124.5	89.5	107.1	121.9	136.5	164.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	23	900	17.4	5.7	8.2	16.3	22.1	32.8
LTI as % of Base	23	900	15	6	8	13	21	30
Total Perquisite Amount	25	903	2.2	0.3	0.5	1.2	3.8	5.6
SCOPE VARIABLES								
Company Revenue (millions)	50	3605	5,377.0	295.9	1,066.5	2,674.8	6,367.8	13,327.5

Bonus Eligibility	
76%	Eligible
0%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
24%	Not eligible

LTI Eligibility	
62%	No
38%	Yes

Hourly Rate Eligibility	
93%	No
7%	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 : AZE – Engineering
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	44	3690	133.9	109.7	122.7	131.4	143.3	163.3
Actual Bonus Amount	35	2568	26.5	11.2	16.1	24.8	33.1	40.4
Actual Bonus as % of Base	35	2568	19	9	13	18	22	29
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	44	3690	154.7	114.0	134.7	153.4	170.6	191.3
Actual Total Direct Compensation (Incl LTI)	44	3690	166.0	114.0	134.7	168.4	194.5	209.7
Actual Retention Bonus	5	255	24.6	---	9.9	15.1	44.0	---
Total Variable Payments – Excl Actual Bonus	19	690	17.8	0.8	3.0	15.1	27.7	39.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	44	3690	157.2	114.0	134.7	156.0	172.9	203.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	44	3690	168.7	114.0	134.7	170.0	202.3	213.7
Total Compensation (Incl Perqs)	44	3690	169.8	114.0	134.7	172.1	202.9	219.3
TARGET COMPENSATION								
Target Bonus Amount	35	2432	24.2	11.9	18.3	21.6	27.0	36.3
Target Bonus as % of Base	35	2432	17	10	14	16	20	22
Target Cash Compensation	43	3528	153.5	112.2	134.6	151.0	169.4	196.6
Target Total Direct Compensation (Incl LTI)	43	3528	164.4	112.2	134.6	164.5	195.2	207.7
Target Total Compensation (Incl Perqs)	43	3528	165.5	112.2	134.6	165.2	195.4	212.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	1542	25.5	13.3	15.4	21.9	34.4	40.3
LTI as % of Base	25	1542	18	9	11	15	24	32
Total Perquisite Amount	25	1316	2.7	0.3	0.5	2.6	4.9	5.7
SCOPE VARIABLES								
Company Revenue (millions)	44	3690	5,920.6	495.0	1,324.5	2,872.1	8,537.5	15,854.7

Bonus Eligibility	
77%	Eligible
3%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
20%	Not eligible

LTI Eligibility	
54%	No
46%	Yes

Hourly Rate Eligibility	
94%	No
6%	Yes

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Effective date April 01, 2017
Company weighted statistics

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

WillisTowersWatson 

Function : AZE – Engineering
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	38	1514	162.2	125.6	142.5	165.0	176.3	198.2
Actual Bonus Amount	31	1182	37.2	17.8	22.5	36.1	47.5	61.2
Actual Bonus as % of Base	31	1182	22	12	15	22	26	33
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	38	1514	192.1	126.5	162.2	197.6	218.4	238.2
Actual Total Direct Compensation (Incl LTI)	38	1514	217.7	126.5	162.2	228.3	266.8	294.8
Actual Retention Bonus	5	71	32.7	---	11.1	18.0	61.6	---
Total Variable Payments – Excl Actual Bonus	18	245	17.3	0.6	5.6	13.4	24.6	44.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	38	1514	195.6	126.5	164.1	203.0	226.1	256.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	38	1514	221.3	126.5	164.1	234.9	269.7	296.1
Total Compensation (Incl Perqs)	38	1514	223.1	126.5	164.4	237.1	273.0	297.5
TARGET COMPENSATION								
Target Bonus Amount	30	965	33.7	17.2	22.9	33.6	40.6	53.0
Target Bonus as % of Base	30	965	20	12	15	20	22	26
Target Cash Compensation	37	1280	189.4	125.8	159.3	198.5	209.5	238.5
Target Total Direct Compensation (Incl LTI)	37	1280	214.4	125.8	159.3	230.4	260.8	291.7
Target Total Compensation (Incl Perqs)	37	1280	216.3	125.8	159.6	232.4	262.2	295.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	1046	43.2	16.2	22.4	41.9	63.1	77.7
LTI as % of Base	25	1046	25	10	13	25	34	47
Total Perquisite Amount	26	524	4.1	0.3	0.8	4.0	5.5	7.2
SCOPE VARIABLES								
Company Revenue (millions)	38	1514	6,269.4	560.0	1,333.5	2,674.8	10,476.9	18,898.6

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
20% Not eligible

LTI Eligibility
42% No
58% Yes

Hourly Rate Eligibility
95% No
5% 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 : AZE – Engineering
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	317	192.6	136.2	169.4	199.4	217.8	242.0
Actual Bonus Amount	20	261	49.0	18.5	34.0	47.5	64.7	84.6
Actual Bonus as % of Base	20	261	25	11	17	25	32	38
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	23	317	234.7	150.2	196.9	248.3	279.8	295.5
Actual Total Direct Compensation (Incl LTI)	23	317	282.9	150.2	233.1	287.7	343.1	399.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	26	11.2	---	0.6	1.7	28.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	317	235.6	150.2	196.9	248.3	280.0	295.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	317	283.7	150.2	233.1	290.1	343.1	402.1
Total Compensation (Incl Perqs)	23	317	288.0	150.2	233.1	303.6	345.2	413.2
TARGET COMPENSATION								
Target Bonus Amount	19	225	47.3	24.0	33.9	48.1	61.0	70.0
Target Bonus as % of Base	19	225	23	15	20	25	26	30
Target Cash Compensation	22	278	233.2	148.7	198.2	244.5	267.0	294.0
Target Total Direct Compensation (Incl LTI)	22	278	280.8	148.7	219.5	287.4	340.4	405.3
Target Total Compensation (Incl Perqs)	22	278	285.2	148.7	220.6	294.8	353.1	411.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	16	250	71.0	27.4	47.9	67.1	88.9	138.8
LTI as % of Base	16	250	35	12	24	34	42	65
Total Perquisite Amount	13	179	9.6	3.4	4.3	9.0	15.9	18.9
SCOPE VARIABLES								
Company Revenue (millions)	23	317	8,011.3	1,234.8	1,791.0	4,000.0	12,134.0	25,330.0

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
16% Not eligible

LTI Eligibility
34% No
66% 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 : AZT – Technical Specialty/Skilled Trade
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	1500	124.0	101.0	118.3	123.7	134.8	143.6
Actual Bonus Amount	35	1033	22.5	10.3	14.4	20.9	27.1	39.2
Actual Bonus as % of Base	35	1033	18	8	12	16	23	30
Hourly Rate	9	326	51	---	44	48	58	---
Actual Cash Compensation	39	1500	143.4	104.8	133.6	144.9	165.0	169.7
Actual Total Direct Compensation (Incl LTI)	39	1500	154.1	104.7	133.6	148.2	179.2	210.5
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	18	413	16.4	0.6	2.2	15.7	24.9	37.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	1500	146.7	104.7	133.6	145.9	168.9	178.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	39	1500	157.4	104.7	133.6	149.1	183.9	213.5
Total Compensation (Incl Perqs)	39	1500	158.8	104.7	133.6	149.5	185.4	215.0
TARGET COMPENSATION								
Target Bonus Amount	35	886	19.0	8.9	12.6	18.5	24.1	29.5
Target Bonus as % of Base	35	886	15	9	11	15	18	22
Target Cash Compensation	38	1340	140.3	103.6	131.5	141.2	153.2	166.3
Target Total Direct Compensation (Incl LTI)	38	1340	150.5	103.6	132.8	147.1	172.4	196.6
Target Total Compensation (Incl Perqs)	38	1340	152.0	103.6	132.9	148.2	173.9	205.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	541	26.0	9.9	15.3	22.3	31.5	50.8
LTI as % of Base	19	541	19	8	12	16	25	35
Total Perquisite Amount	21	358	3.4	0.4	0.5	1.5	5.2	7.1
SCOPE VARIABLES								
Company Revenue (millions)	39	1500	6,072.3	588.0	1,266.1	3,570.6	10,461.5	15,980.5

Bonus Eligibility	
85%	Eligible
3%	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	
55%	No
45%	Yes

Hourly Rate Eligibility	
89%	No
11%	Yes

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Effective date April 01, 2017
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Function : AZT – Technical Specialty/Skilled Trade
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	211	70.4	51.2	58.8	71.1	80.1	89.4
Actual Bonus Amount	21	137	6.8	2.8	4.4	6.7	9.0	10.6
Actual Bonus as % of Base	21	137	10	5	7	9	13	15
Hourly Rate	4	51	31	---	---	31	---	---
Actual Cash Compensation	24	211	76.3	53.3	63.9	77.6	88.4	93.5
Actual Total Direct Compensation (Incl LTI)	24	211	78.0	53.3	66.7	78.0	90.0	100.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	43	8.1	---	0.6	7.1	15.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	211	77.7	53.3	63.9	77.3	90.1	102.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	24	211	79.5	53.3	66.7	78.3	90.2	105.9
Total Compensation (Incl Perqs)	24	211	80.7	53.3	66.7	79.4	90.8	107.3
TARGET COMPENSATION								
Target Bonus Amount	20	133	7.1	3.5	5.1	6.8	9.1	11.5
Target Bonus as % of Base	20	133	10	6	8	10	12	15
Target Cash Compensation	23	204	77.0	53.5	67.2	77.8	90.3	95.8
Target Total Direct Compensation (Incl LTI)	23	204	78.8	53.5	67.9	78.3	91.3	100.7
Target Total Compensation (Incl Perqs)	23	204	80.0	53.5	67.9	79.1	91.3	101.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	21	6.7	---	3.9	5.3	7.5	---
LTI as % of Base	7	21	9	---	6	8	12	---
Total Perquisite Amount	15	117	2.2	0.3	0.5	0.9	3.5	7.7
SCOPE VARIABLES								
Company Revenue (millions)	24	211	7,567.2	1,037.0	2,048.3	4,155.0	11,731.2	21,467.9

Bonus Eligibility	
87%	Eligible
0%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
12%	Not eligible

LTI Eligibility	
67%	No
33%	Yes

Hourly Rate Eligibility	
87%	No
13%	Yes

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Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AZT – Technical Specialty/Skilled Trade
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	33	458	150.1	118.8	138.3	152.9	165.3	175.3
Actual Bonus Amount	31	414	31.9	11.8	23.9	31.4	40.9	53.2
Actual Bonus as % of Base	31	414	21	10	15	20	26	33
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	33	458	179.8	121.8	167.7	181.3	201.2	218.0
Actual Total Direct Compensation (Incl LTI)	33	458	207.0	121.8	167.7	210.7	253.6	279.8
Actual Retention Bonus	4	40	23.9	---	---	22.6	---	---
Total Variable Payments – Excl Actual Bonus	14	199	20.5	2.1	5.4	21.4	30.7	41.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	33	458	184.6	121.8	167.8	192.0	208.8	225.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	33	458	211.8	121.8	169.1	219.4	259.3	289.9
Total Compensation (Incl Perqs)	33	458	214.9	121.8	177.6	219.9	260.4	294.6
TARGET COMPENSATION								
Target Bonus Amount	30	398	28.6	10.4	20.4	29.3	35.3	42.1
Target Bonus as % of Base	30	398	19	10	15	20	22	25
Target Cash Compensation	32	441	176.3	121.5	162.5	182.4	195.4	208.0
Target Total Direct Compensation (Incl LTI)	32	441	202.0	121.5	164.6	204.1	244.9	264.5
Target Total Compensation (Incl Perqs)	32	441	205.1	121.5	172.8	205.5	250.3	271.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	24	347	41.5	14.0	17.6	39.0	67.5	74.8
LTI as % of Base	24	347	26	9	12	24	42	46
Total Perquisite Amount	21	266	5.4	0.4	1.4	4.6	6.5	15.5
SCOPE VARIABLES								
Company Revenue (millions)	33	458	6,367.1	745.4	1,828.6	3,922.8	10,492.2	16,474.8

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
8% Not eligible

LTI Eligibility

35% No
65% Yes

Hourly Rate Eligibility

99% No
1% Yes

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Effective date April 01, 2017

Company weighted statistics

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Function : AZT – Technical Specialty/Skilled Trade
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	89	182.3	135.3	176.1	190.0	195.6	205.4
Actual Bonus Amount	20	84	51.1	20.2	34.3	51.3	68.8	74.4
Actual Bonus as % of Base	20	84	27	13	17	29	35	39
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	21	89	230.6	141.8	223.7	232.1	263.9	279.6
Actual Total Direct Compensation (Incl LTI)	21	89	296.9	141.8	251.5	306.2	351.9	414.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	39	17.2	0.6	3.5	15.4	30.0	37.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	89	237.1	141.8	225.6	245.0	266.8	304.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	89	303.4	141.8	251.8	306.2	366.5	414.9
Total Compensation (Incl Perqs)	21	89	308.6	145.9	252.2	314.6	371.2	417.8
TARGET COMPENSATION								
Target Bonus Amount	19	77	45.5	23.1	37.7	46.7	53.1	67.3
Target Bonus as % of Base	19	77	24	15	20	25	28	30
Target Cash Compensation	20	82	224.3	141.6	213.2	229.1	248.5	272.1
Target Total Direct Compensation (Incl LTI)	20	82	284.8	141.6	245.1	296.5	330.1	364.5
Target Total Compensation (Incl Perqs)	20	82	290.2	143.7	245.2	300.8	342.7	375.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	71	85.5	35.4	50.2	89.0	102.1	167.7
LTI as % of Base	17	71	44	17	26	46	56	76
Total Perquisite Amount	15	65	10.1	0.3	0.8	5.2	10.0	40.8
SCOPE VARIABLES								
Company Revenue (millions)	21	89	7,832.9	1,386.1	2,382.3	4,265.0	11,328.5	24,219.2

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
23% No
77% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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Function : AZT – Technical Specialty/Skilled Trade
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	9	193.4	---	152.2	194.0	234.4	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	9	232.5	---	152.2	248.4	305.0	---
Actual Total Direct Compensation (Incl LTI)	5	9	294.7	---	152.2	248.4	460.4	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	9	244.9	---	152.2	248.4	335.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	9	307.1	---	152.2	248.4	491.3	---
Total Compensation (Incl Perqs)	5	9	311.9	---	152.6	248.4	502.9	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	9	231.5	---	152.2	242.5	305.4	---
Target Total Direct Compensation (Incl LTI)	5	9	293.7	---	152.2	276.7	443.6	---
Target Total Compensation (Incl Perqs)	5	9	298.5	---	152.6	276.7	455.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	9	7,315.9	---	1,311.6	2,943.2	15,506.5	---

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
60% No
40% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AZT – Technical Specialty/Skilled Trade
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	33	889	87.8	68.3	76.8	87.8	96.9	108.5
Actual Bonus Amount	27	498	8.9	2.8	5.4	8.1	11.7	15.0
Actual Bonus as % of Base	27	498	11	3	8	10	13	17
Hourly Rate	9	393	43	---	36	42	50	---
Actual Cash Compensation	33	889	94.9	72.0	86.2	95.1	103.7	120.5
Actual Total Direct Compensation (Incl LTI)	33	889	96.9	72.5	87.3	97.8	105.6	120.5
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	107	11.0	0.5	0.7	9.0	19.5	33.3
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	33	889	96.2	72.0	86.6	95.9	106.4	120.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	33	889	98.1	72.5	87.5	101.8	107.9	120.5
Total Compensation (Incl Perqs)	33	889	99.2	72.5	87.5	104.0	107.9	120.7
TARGET COMPENSATION								
Target Bonus Amount	26	459	8.9	3.4	6.9	8.8	12.1	14.5
Target Bonus as % of Base	26	459	10	4	8	10	13	15
Target Cash Compensation	32	844	95.4	71.9	86.7	94.1	105.0	120.3
Target Total Direct Compensation (Incl LTI)	32	844	97.2	71.9	89.4	98.5	107.2	120.3
Target Total Compensation (Incl Perqs)	32	844	98.3	71.9	89.6	100.2	107.3	120.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	131	6.9	3.8	4.3	7.5	9.0	10.6
LTI as % of Base	11	131	9	5	5	9	11	15
Total Perquisite Amount	20	358	2.2	0.3	0.4	0.9	3.7	6.0
SCOPE VARIABLES								
Company Revenue (millions)	33	889	6,752.5	633.7	1,644.0	3,922.8	10,492.2	21,527.0

Bonus Eligibility
77% Eligible
1% 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
79% No
21% Yes

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Function : AZT – Technical Specialty/Skilled Trade
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	38	1441	106.2	86.6	96.8	108.9	113.8	123.4
Actual Bonus Amount	34	1058	14.5	4.3	9.0	13.0	19.3	22.0
Actual Bonus as % of Base	34	1058	14	4	9	12	17	21
Hourly Rate	9	304	48	---	41	52	54	---
Actual Cash Compensation	38	1441	118.5	92.2	108.3	120.6	125.4	141.7
Actual Total Direct Compensation (Incl LTI)	38	1441	123.0	92.2	112.4	125.1	133.0	141.7
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	16	305	13.3	0.5	1.9	10.1	19.9	37.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	38	1441	120.3	92.2	108.7	122.7	131.3	143.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	38	1441	124.9	92.2	112.4	127.5	135.9	146.3
Total Compensation (Incl Perqs)	38	1441	126.3	92.2	112.4	129.0	139.0	146.7
TARGET COMPENSATION								
Target Bonus Amount	33	999	13.7	6.5	9.6	13.3	15.8	19.1
Target Bonus as % of Base	33	999	13	7	10	12	15	18
Target Cash Compensation	37	1372	117.9	91.8	107.3	120.1	127.2	140.4
Target Total Direct Compensation (Incl LTI)	37	1372	122.3	91.8	112.7	124.1	130.9	142.2
Target Total Compensation (Incl Perqs)	37	1372	123.7	91.8	113.0	125.1	134.6	145.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	425	12.5	5.8	6.9	12.8	15.6	22.2
LTI as % of Base	18	425	12	5	6	11	17	22
Total Perquisite Amount	23	627	2.7	0.3	0.5	1.0	4.8	7.3
SCOPE VARIABLES								
Company Revenue (millions)	38	1441	5,884.3	531.0	1,155.0	2,674.8	8,990.4	18,799.9

Bonus Eligibility

80% Eligible
1% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility

53% No
47% Yes

Hourly Rate Eligibility

85% No
15% Yes

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Function : AZT – Technical Specialty/Skilled Trade
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	1380	125.9	110.0	118.0	126.0	137.6	146.0
Actual Bonus Amount	27	1151	20.4	7.6	13.0	21.7	26.3	33.5
Actual Bonus as % of Base	27	1151	16	6	9	17	20	27
Hourly Rate	5	96	58	---	51	59	65	---
Actual Cash Compensation	31	1380	143.1	119.3	129.8	146.5	156.2	163.7
Actual Total Direct Compensation (Incl LTI)	31	1380	152.2	119.3	131.5	158.8	168.1	181.4
Actual Retention Bonus	4	153	23.4	---	---	21.0	---	---
Total Variable Payments – Excl Actual Bonus	18	418	17.1	0.6	2.8	12.5	27.3	35.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	1380	146.6	119.3	129.8	148.5	160.3	176.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	1380	155.8	119.3	133.6	160.9	176.0	187.2
Total Compensation (Incl Perqs)	31	1380	157.7	119.4	134.1	160.9	178.7	188.7
TARGET COMPENSATION								
Target Bonus Amount	26	1074	19.5	11.0	15.9	19.5	22.8	30.0
Target Bonus as % of Base	26	1074	15	9	12	15	18	20
Target Cash Compensation	30	1291	142.3	118.7	129.9	144.2	155.9	163.1
Target Total Direct Compensation (Incl LTI)	30	1291	151.2	118.7	131.8	154.6	168.1	181.0
Target Total Compensation (Incl Perqs)	30	1291	153.1	118.8	132.5	155.4	171.3	182.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	673	19.1	9.3	13.6	19.9	21.4	28.8
LTI as % of Base	19	673	15	7	9	16	19	23
Total Perquisite Amount	21	839	3.6	0.4	0.6	2.3	5.2	9.1
SCOPE VARIABLES								
Company Revenue (millions)	31	1380	6,884.5	628.2	1,866.3	3,570.6	10,523.0	22,421.2

Bonus Eligibility
82% Eligible
1% 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
43% No
57% 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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Function : AZT – Technical Specialty/Skilled Trade
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	386	153.2	128.1	140.3	150.3	160.0	183.8
Actual Bonus Amount	20	356	33.4	12.3	27.0	36.6	40.6	43.6
Actual Bonus as % of Base	20	356	22	8	17	23	28	31
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	22	386	182.9	145.9	165.6	186.7	192.0	205.8
Actual Total Direct Compensation (Incl LTI)	22	386	209.5	149.6	191.0	210.4	224.1	249.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	103	15.6	0.3	0.9	16.7	24.3	41.3
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	386	186.0	145.9	166.5	189.0	196.8	214.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	22	386	212.6	149.6	192.7	214.5	229.3	263.0
Total Compensation (Incl Perqs)	22	386	215.4	149.7	192.7	220.1	232.5	263.1
TARGET COMPENSATION								
Target Bonus Amount	19	291	30.4	20.6	25.0	30.1	34.0	36.5
Target Bonus as % of Base	19	291	20	15	16	20	21	25
Target Cash Compensation	21	321	181.4	153.6	164.3	180.3	189.1	206.1
Target Total Direct Compensation (Incl LTI)	21	321	208.6	154.6	191.9	205.3	222.8	246.8
Target Total Compensation (Incl Perqs)	21	321	211.5	155.6	192.2	210.3	225.8	247.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	329	33.8	16.3	19.3	38.7	43.3	48.8
LTI as % of Base	20	329	22	10	14	25	28	31
Total Perquisite Amount	16	246	4.7	0.4	1.2	4.2	5.8	13.9
SCOPE VARIABLES								
Company Revenue (millions)	22	386	9,092.1	876.1	2,300.3	4,589.3	12,684.7	26,117.5

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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