

Function : AZT – Technical Specialty/Skilled Trade
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	122	174.3	140.9	164.8	171.9	189.8	211.6
Actual Bonus Amount	12	120	42.7	13.2	23.2	45.8	60.5	73.2
Actual Bonus as % of Base	12	120	24	9	13	25	29	44
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	12	122	216.9	161.3	197.6	212.4	248.9	273.0
Actual Total Direct Compensation (Incl LTI)	12	122	272.5	199.1	249.3	276.8	305.1	322.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	13	6.7	---	---	0.7	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	122	217.7	163.4	197.9	212.7	249.1	273.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	122	273.2	199.2	254.4	277.1	305.1	322.4
Total Compensation (Incl Perqs)	12	122	277.8	199.2	258.9	283.3	309.2	334.6
TARGET COMPENSATION								
Target Bonus Amount	11	40	42.9	30.8	34.0	41.8	49.0	66.0
Target Bonus as % of Base	11	40	24	18	20	23	28	36
Target Cash Compensation	11	40	220.1	193.4	201.7	208.9	236.9	277.1
Target Total Direct Compensation (Incl LTI)	11	40	277.4	231.2	256.5	280.7	301.0	322.7
Target Total Compensation (Incl Perqs)	11	40	282.4	231.7	260.7	280.7	315.6	330.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	120	55.6	25.1	39.1	52.4	73.7	92.3
LTI as % of Base	12	120	32	13	25	28	44	52
Total Perquisite Amount	8	29	6.9	---	3.0	5.9	12.6	---
SCOPE VARIABLES								
Company Revenue (millions)	12	122	4,964.3	876.1	1,941.6	3,433.0	9,072.6	12,393.7

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

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZT – Technical Specialty/Skilled Trade
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	28	884	70.3	54.3	60.3	69.2	79.0	92.9
Actual Bonus Amount	22	281	5.9	2.3	4.3	5.4	6.8	9.8
Actual Bonus as % of Base	22	281	8	4	6	8	11	14
Hourly Rate	13	411	35	26	28	34	41	43
Actual Cash Compensation	28	884	74.9	55.6	65.5	71.7	82.3	99.3
Actual Total Direct Compensation (Incl LTI)	28	884	76.1	55.7	65.5	71.7	84.6	99.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	31	10.5	---	2.5	10.9	17.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	28	884	76.3	55.6	65.5	71.8	84.6	100.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	28	884	77.5	55.7	65.5	71.8	86.4	100.4
Total Compensation (Incl Perqs)	28	884	78.4	55.7	65.6	72.9	87.0	100.4
TARGET COMPENSATION								
Target Bonus Amount	21	280	6.1	2.7	4.5	6.0	7.6	9.8
Target Bonus as % of Base	21	280	8	4	8	10	10	12
Target Cash Compensation	27	880	75.8	58.3	67.7	71.9	81.6	100.0
Target Total Direct Compensation (Incl LTI)	27	880	77.0	58.3	67.7	71.9	85.1	100.0
Target Total Compensation (Incl Perqs)	27	880	77.9	58.3	67.7	73.0	85.8	100.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	27	6.0	---	2.9	5.3	8.0	---
LTI as % of Base	6	27	8	---	5	7	10	---
Total Perquisite Amount	13	104	1.9	0.3	0.4	0.8	2.0	8.4
SCOPE VARIABLES								
Company Revenue (millions)	28	884	7,066.9	432.9	1,809.8	2,872.1	11,731.2	25,240.9

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
23% Not eligible

LTI Eligibility
80% No
20% Yes

Hourly Rate Eligibility
60% No
40% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZT – Technical Specialty/Skilled Trade
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	2878	82.1	64.9	68.9	80.2	93.0	109.1
Actual Bonus Amount	28	701	10.1	4.3	5.7	8.0	11.2	21.4
Actual Bonus as % of Base	28	701	11	5	8	10	14	20
Hourly Rate	20	1500	40	31	32	40	48	52
Actual Cash Compensation	39	2878	88.1	64.9	74.4	86.8	94.1	123.9
Actual Total Direct Compensation (Incl LTI)	39	2878	89.7	64.9	74.4	86.9	96.1	123.9
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	141	8.3	0.5	0.9	9.1	13.1	19.4
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	2878	89.5	64.9	78.1	86.8	98.7	123.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	39	2878	91.1	64.9	78.4	87.2	98.7	123.9
Total Compensation (Incl Perqs)	39	2878	92.0	64.9	78.4	88.9	99.0	123.9
TARGET COMPENSATION								
Target Bonus Amount	27	687	9.8	3.9	5.9	7.9	11.7	15.0
Target Bonus as % of Base	27	687	11	6	8	10	12	16
Target Cash Compensation	38	2862	88.6	65.4	76.3	86.2	93.8	121.2
Target Total Direct Compensation (Incl LTI)	38	2862	90.1	65.4	76.3	87.1	97.2	121.2
Target Total Compensation (Incl Perqs)	38	2862	91.1	65.6	78.4	87.3	97.2	121.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	62	7.8	---	3.5	8.2	11.9	---
LTI as % of Base	9	62	9	---	5	9	13	---
Total Perquisite Amount	20	343	2.3	0.3	0.4	1.1	4.1	7.0
SCOPE VARIABLES								
Company Revenue (millions)	39	2878	5,510.9	278.8	1,266.1	2,801.0	8,500.0	13,339.0

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

LTI Eligibility
79% No
21% Yes

Hourly Rate Eligibility
60% No
40% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZT – Technical Specialty/Skilled Trade
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	38	5457	96.0	76.3	81.5	96.5	109.5	116.4
Actual Bonus Amount	28	1518	10.4	4.7	6.6	10.5	13.2	15.1
Actual Bonus as % of Base	28	1518	11	6	8	10	14	18
Hourly Rate	18	3498	49	38	42	51	54	60
Actual Cash Compensation	38	5457	103.5	81.5	89.4	102.0	117.0	129.1
Actual Total Direct Compensation (Incl LTI)	38	5457	106.2	81.5	89.4	105.3	118.2	129.5
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	16	377	11.5	0.6	0.9	11.9	21.1	26.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	38	5457	105.6	81.5	89.9	102.0	119.1	130.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	38	5457	108.3	81.5	90.0	105.3	119.5	138.7
Total Compensation (Incl Perqs)	38	5457	109.1	81.5	90.1	105.3	120.3	139.1
TARGET COMPENSATION								
Target Bonus Amount	27	1459	9.6	4.8	6.7	9.5	11.6	14.5
Target Bonus as % of Base	27	1459	10	6	8	10	13	14
Target Cash Compensation	37	5392	103.3	81.5	88.3	102.0	115.4	127.6
Target Total Direct Compensation (Incl LTI)	37	5392	105.9	81.5	89.2	105.4	117.0	128.2
Target Total Compensation (Incl Perqs)	37	5392	106.8	81.5	90.5	105.4	118.3	129.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	90	10.9	3.6	4.5	9.3	15.9	24.6
LTI as % of Base	12	90	11	4	5	11	17	20
Total Perquisite Amount	18	1030	2.1	0.3	0.4	0.6	3.7	7.4
SCOPE VARIABLES								
Company Revenue (millions)	38	5457	5,749.6	531.0	1,682.2	3,746.7	9,027.8	13,842.1

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
74% No
26% Yes

Hourly Rate Eligibility
64% No
36% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : AZT – Technical Specialty/Skilled Trade
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	2100	109.2	85.6	97.0	110.2	121.5	133.3
Actual Bonus Amount	26	1108	13.1	5.2	8.3	13.6	16.1	20.4
Actual Bonus as % of Base	26	1108	12	5	8	12	14	19
Hourly Rate	15	1186	53	41	45	54	60	63
Actual Cash Compensation	31	2100	119.8	89.1	101.1	122.4	135.1	150.9
Actual Total Direct Compensation (Incl LTI)	31	2100	124.5	89.1	107.1	131.4	138.3	158.7
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	541	14.1	0.5	3.2	13.7	19.6	35.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	2100	123.1	89.1	103.4	122.4	137.6	164.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	2100	127.8	89.1	107.1	131.4	139.9	173.2
Total Compensation (Incl Perqs)	31	2100	128.9	89.1	107.1	131.4	142.3	174.5
TARGET COMPENSATION								
Target Bonus Amount	25	1093	12.3	3.9	10.1	11.9	15.5	19.2
Target Bonus as % of Base	25	1093	11	5	9	10	13	16
Target Cash Compensation	30	2060	119.7	88.5	106.3	120.9	132.9	150.1
Target Total Direct Compensation (Incl LTI)	30	2060	124.2	88.5	106.3	127.8	137.5	160.3
Target Total Compensation (Incl Perqs)	30	2060	125.3	88.5	106.4	129.5	141.2	161.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	445	13.4	3.9	6.5	12.0	21.4	25.8
LTI as % of Base	12	445	12	4	6	11	15	25
Total Perquisite Amount	16	630	2.6	0.3	0.4	1.2	5.1	7.3
SCOPE VARIABLES								
Company Revenue (millions)	31	2100	6,822.9	546.4	1,932.0	4,000.0	10,461.5	23,713.3

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
80%	Eligible	66%	No	59%	No
1%	Eligible but payment not received for poor performance reasons	34%	Yes	41%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
19%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZT – Technical Specialty/Skilled Trade
Level : W1 – Entry (W1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	144	79.6	63.4	70.5	79.0	86.9	100.5
Actual Bonus Amount	11	119	5.5	1.5	3.6	5.9	8.0	8.7
Actual Bonus as % of Base	11	119	7	2	5	7	9	11
Hourly Rate	13	139	38	29	34	37	42	50
Actual Cash Compensation	15	144	83.2	64.4	76.2	79.7	92.1	102.5
Actual Total Direct Compensation (Incl LTI)	15	144	84.2	65.4	76.5	85.0	92.1	102.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	25	12.1	---	4.3	8.9	19.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	144	85.6	64.4	76.2	81.5	93.9	114.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	144	86.5	66.3	76.5	85.3	93.9	114.8
Total Compensation (Incl Perqs)	15	144	88.7	66.3	76.6	85.3	95.7	122.8
TARGET COMPENSATION								
Target Bonus Amount	9	73	6.3	---	4.9	6.3	8.1	---
Target Bonus as % of Base	9	73	8	---	6	7	10	---
Target Cash Compensation	13	90	84.5	61.4	77.1	84.6	95.4	105.6
Target Total Direct Compensation (Incl LTI)	13	90	85.2	61.4	78.3	84.6	95.4	105.6
Target Total Compensation (Incl Perqs)	13	90	87.8	61.4	78.3	87.7	100.0	110.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	8	71	4.3	---	0.4	2.2	8.0	---
SCOPE VARIABLES								
Company Revenue (millions)	15	144	8,381.7	1,109.0	1,932.0	5,657.1	12,134.0	23,205.5

Bonus Eligibility
66% Eligible
3% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
29% Not eligible

LTI Eligibility
76% No
24% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZT – Technical Specialty/Skilled Trade
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	1247	94.0	75.5	82.8	91.7	101.2	113.0
Actual Bonus Amount	16	864	7.6	2.9	5.4	7.6	10.3	12.2
Actual Bonus as % of Base	16	864	8	3	5	7	11	14
Hourly Rate	20	1188	45	36	40	44	48	55
Actual Cash Compensation	23	1247	99.3	75.5	84.9	100.5	111.2	119.3
Actual Total Direct Compensation (Incl LTI)	23	1247	101.0	75.5	84.9	101.1	111.2	121.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	120	10.7	0.4	1.6	9.1	15.7	29.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	1247	103.1	75.5	84.9	100.8	111.2	144.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	1247	104.8	75.5	84.9	102.0	111.2	144.7
Total Compensation (Incl Perqs)	23	1247	107.0	75.5	85.2	102.9	112.5	146.1
TARGET COMPENSATION								
Target Bonus Amount	14	565	8.1	4.7	6.3	7.4	10.0	12.5
Target Bonus as % of Base	14	565	8	5	6	8	10	11
Target Cash Compensation	21	924	99.5	74.6	86.0	98.4	111.0	121.2
Target Total Direct Compensation (Incl LTI)	21	924	101.1	74.6	88.1	100.2	111.0	124.8
Target Total Compensation (Incl Perqs)	21	924	103.5	74.6	88.8	101.8	114.1	128.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	534	8.3	---	5.2	5.4	12.7	---
LTI as % of Base	5	534	7	---	6	6	10	---
Total Perquisite Amount	16	334	4.1	0.3	0.6	3.4	6.0	10.7
SCOPE VARIABLES								
Company Revenue (millions)	23	1247	6,865.5	962.0	1,791.0	4,045.0	10,523.0	21,401.3

Bonus Eligibility	
68%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
31%	Not eligible

LTI Eligibility	
79%	No
21%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZT – Technical Specialty/Skilled Trade
Level : W3 – Senior (W3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	4432	109.0	89.5	100.1	109.4	118.7	128.1
Actual Bonus Amount	17	3927	9.2	3.4	7.0	8.8	12.6	14.1
Actual Bonus as % of Base	17	3927	8	3	5	7	12	13
Hourly Rate	19	4246	52	42	48	53	58	62
Actual Cash Compensation	21	4432	116.2	89.5	109.9	113.7	128.1	136.7
Actual Total Direct Compensation (Incl LTI)	21	4432	118.2	89.5	109.9	118.8	128.1	138.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	15	647	17.2	0.6	3.0	13.9	21.1	49.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	4432	120.7	89.5	110.1	114.1	131.9	160.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	4432	122.7	89.5	110.1	119.8	131.9	160.3
Total Compensation (Incl Perqs)	21	4432	125.6	89.5	112.8	123.3	136.4	161.8
TARGET COMPENSATION								
Target Bonus Amount	16	3496	8.8	4.5	7.2	8.2	11.3	13.5
Target Bonus as % of Base	16	3496	8	4	6	8	10	11
Target Cash Compensation	20	3959	115.9	88.7	107.3	113.8	128.3	139.8
Target Total Direct Compensation (Incl LTI)	20	3959	117.7	88.7	108.6	115.2	128.3	142.2
Target Total Compensation (Incl Perqs)	20	3959	120.7	88.7	110.9	117.3	129.7	148.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	1051	9.3	---	5.7	6.2	14.4	---
LTI as % of Base	5	1051	8	---	5	6	10	---
Total Perquisite Amount	18	1864	4.5	0.3	0.7	4.8	5.7	8.7
SCOPE VARIABLES								
Company Revenue (millions)	21	4432	7,624.1	676.7	1,240.0	4,265.0	12,319.5	22,806.8

Bonus Eligibility	
78%	Eligible
1%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
20%	Not eligible

LTI Eligibility	
79%	No
21%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZT – Technical Specialty/Skilled Trade
Level : W4 – Lead (W4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	1505	116.1	81.4	111.1	118.6	124.9	134.9
Actual Bonus Amount	15	1424	10.8	5.4	6.8	10.9	13.9	18.2
Actual Bonus as % of Base	15	1424	9	5	5	9	13	15
Hourly Rate	16	1227	56	38	53	57	61	65
Actual Cash Compensation	19	1505	124.4	81.4	123.0	129.9	134.9	145.8
Actual Total Direct Compensation (Incl LTI)	19	1505	125.4	81.4	123.0	130.0	135.4	145.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	402	15.9	0.6	1.6	9.6	19.9	58.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	1505	128.3	81.4	123.1	130.0	139.6	165.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	19	1505	129.3	81.4	125.5	131.0	139.6	165.3
Total Compensation (Incl Perqs)	19	1505	132.3	81.4	126.7	132.9	144.6	166.2
TARGET COMPENSATION								
Target Bonus Amount	14	1149	9.3	5.9	7.7	8.6	11.1	13.8
Target Bonus as % of Base	14	1149	8	5	6	8	10	11
Target Cash Compensation	18	1226	122.5	80.5	117.0	127.8	135.3	142.2
Target Total Direct Compensation (Incl LTI)	18	1226	123.2	80.5	117.0	127.8	135.3	142.2
Target Total Compensation (Incl Perqs)	18	1226	126.5	80.5	118.5	130.6	139.7	149.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	14	899	4.8	0.4	0.7	3.3	5.4	17.2
SCOPE VARIABLES								
Company Revenue (millions)	19	1505	7,910.4	951.4	1,266.1	4,265.0	12,134.0	23,308.3

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
84% No
16% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : AZU – Manual/Unskilled Labor
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	10	105.8	---	79.2	101.5	134.6	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	5	10	114.9	---	79.2	104.1	155.9	---
Actual Total Direct Compensation (Incl LTI)	5	10	114.9	---	79.2	104.1	155.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	10	114.9	---	79.2	104.1	155.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	10	114.9	---	79.2	104.1	155.9	---
Total Compensation (Incl Perqs)	5	10	114.9	---	79.2	104.1	156.1	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	10	115.1	---	79.2	106.9	155.2	---
Target Total Direct Compensation (Incl LTI)	5	10	115.1	---	79.2	106.9	155.2	---
Target Total Compensation (Incl Perqs)	5	10	115.2	---	79.2	106.9	155.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	10	3,247.6	---	1,270.0	4,000.0	4,849.0	---

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
100% No
0% Yes

Hourly Rate Eligibility
60% No
40% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZU – Manual/Unskilled Labor
Level : W1 – Entry (W1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	251	59.6	---	47.7	60.4	71.2	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	5	203	27	---	22	24	32	---
Actual Cash Compensation	8	251	61.7	---	49.2	63.3	71.8	---
Actual Total Direct Compensation (Incl LTI)	8	251	61.7	---	49.2	63.3	71.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	251	61.7	---	49.2	63.3	71.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	251	61.7	---	49.2	63.3	71.8	---
Total Compensation (Incl Perqs)	8	251	62.1	---	49.5	63.3	72.4	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	7	239	63.7	---	50.1	63.4	72.8	---
Target Total Direct Compensation (Incl LTI)	7	239	63.7	---	50.1	63.4	72.8	---
Target Total Compensation (Incl Perqs)	7	239	64.1	---	50.1	63.4	72.8	---
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	251	2,705.2	---	1,358.2	2,165.5	4,033.8	---

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

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
40% No
60% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZU – Manual/Unskilled Labor
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	316	72.5	59.0	64.9	70.5	82.5	91.0
Actual Bonus Amount	6	250	5.9	---	2.4	5.6	8.6	---
Actual Bonus as % of Base	6	250	8	---	3	9	13	---
Hourly Rate	7	292	33	---	30	34	35	---
Actual Cash Compensation	10	316	76.1	65.9	69.2	72.3	82.5	102.5
Actual Total Direct Compensation (Incl LTI)	10	316	76.3	65.9	69.2	72.3	82.5	102.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	316	76.1	65.9	69.2	72.3	82.5	102.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	316	76.3	65.9	69.2	72.3	82.5	102.5
Total Compensation (Incl Perqs)	10	316	76.4	65.9	69.2	72.3	82.5	102.9
TARGET COMPENSATION								
Target Bonus Amount	6	59	6.8	---	2.9	5.8	11.1	---
Target Bonus as % of Base	6	59	9	---	5	9	15	---
Target Cash Compensation	10	125	76.6	64.0	68.8	72.4	82.5	103.4
Target Total Direct Compensation (Incl LTI)	10	125	76.7	64.0	68.8	72.4	82.5	103.4
Target Total Compensation (Incl Perqs)	10	125	76.8	64.0	68.8	72.6	82.5	103.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	10	316	5,755.9	236.6	1,896.7	2,600.0	4,011.3	31,508.5

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
91% No
9% Yes

Hourly Rate Eligibility
31% No
69% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZU – Manual/Unskilled Labor
Level : W3 – Senior (W3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	125	73.9	---	56.8	82.1	85.7	---
Actual Bonus Amount	4	102	3.9	---	---	4.1	---	---
Actual Bonus as % of Base	4	102	6	---	---	6	---	---
Hourly Rate	6	91	35	---	30	36	41	---
Actual Cash Compensation	9	125	75.6	---	56.8	82.4	87.4	---
Actual Total Direct Compensation (Incl LTI)	9	125	75.6	---	56.8	82.4	87.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	125	75.6	---	56.8	82.4	87.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	125	75.6	---	56.8	82.4	87.4	---
Total Compensation (Incl Perqs)	9	125	75.6	---	56.8	82.4	87.6	---
TARGET COMPENSATION								
Target Bonus Amount	4	62	4.3	---	---	3.8	---	---
Target Bonus as % of Base	4	62	6	---	---	5	---	---
Target Cash Compensation	9	85	75.9	---	56.8	82.4	89.7	---
Target Total Direct Compensation (Incl LTI)	9	85	75.9	---	56.8	82.4	89.7	---
Target Total Compensation (Incl Perqs)	9	85	76.0	---	56.8	82.4	89.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	125	7,953.9	---	1,861.5	4,045.0	9,498.0	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
44%	Eligible	100%	No	33%	No
0%	Eligible but payment not received for poor performance reasons	0%	Yes	67%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
56%	Not eligible				

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AZU – Manual/Unskilled Labor
Level : W4 – Lead (W4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	40	80.0	---	---	82.7	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	4	40	82.6	---	---	86.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	40	82.9	---	---	87.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	40	82.6	---	---	86.3	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	40	82.9	---	---	87.0	---	---
Total Compensation (Incl Perqs)	4	40	83.0	---	---	87.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	40	84.5	---	---	90.3	---	---
Target Total Direct Compensation (Incl LTI)	4	40	84.8	---	---	91.0	---	---
Target Total Compensation (Incl Perqs)	4	40	84.9	---	---	91.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	40	2,510.2	---	---	2,966.0	---	---

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
50% No
50% Yes

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

Function : CAM – Account/Relationship Management
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	13	112.1	---	---	126.6	---	---
Actual Bonus Amount	4	11	14.5	---	---	16.7	---	---
Actual Bonus as % of Base	4	11	13	---	---	13	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	13	127.4	---	---	144.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	13	125.7	---	---	144.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	13	128.2	---	---	144.5	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	13	128.2	---	---	144.5	---	---
Total Compensation (Incl Perqs)	4	13	128.9	---	---	144.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	11	11.9	---	---	13.1	---	---
Target Bonus as % of Base	4	11	11	---	---	10	---	---
Target Cash Compensation	4	11	123.1	---	---	140.8	---	---
Target Total Direct Compensation (Incl LTI)	4	11	123.1	---	---	140.8	---	---
Target Total Compensation (Incl Perqs)	4	11	123.8	---	---	141.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	13	3,025.5	---	---	2,488.9	---	---

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
100% No
0% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CAM – Account/Relationship Management
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	31	136.8	93.4	122.4	138.3	147.3	191.7
Actual Bonus Amount	8	20	22.0	---	11.7	26.4	27.8	---
Actual Bonus as % of Base	8	20	16	---	9	18	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	10	31	154.4	102.7	130.9	166.5	170.4	193.5
Actual Total Direct Compensation (Incl LTI)	10	31	159.7	102.7	130.9	169.6	178.6	205.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	31	154.7	102.7	130.9	166.5	172.0	193.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	31	159.9	102.7	130.9	169.8	178.6	205.2
Total Compensation (Incl Perqs)	10	31	161.4	102.7	130.9	172.2	182.4	205.8
TARGET COMPENSATION								
Target Bonus Amount	8	20	20.7	---	13.2	22.4	25.8	---
Target Bonus as % of Base	8	20	15	---	11	15	20	---
Target Cash Compensation	10	31	153.4	101.8	131.1	163.7	169.5	194.0
Target Total Direct Compensation (Incl LTI)	10	31	158.6	101.8	131.1	165.7	181.5	205.1
Target Total Compensation (Incl Perqs)	10	31	160.1	101.8	131.1	166.2	183.1	205.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	8	6.7	---	---	6.0	---	---
SCOPE VARIABLES								
Company Revenue (millions)	10	31	6,431.2	575.8	1,169.0	2,984.0	9,506.6	24,381.1

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
74% No
26% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CAM – Account/Relationship Management
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	15	188.7	---	164.3	174.3	210.3	---
Actual Bonus Amount	8	12	43.4	---	21.1	47.8	62.3	---
Actual Bonus as % of Base	8	12	23	---	13	25	33	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	15	227.2	---	192.9	225.4	261.6	---
Actual Total Direct Compensation (Incl LTI)	9	15	248.2	---	206.3	251.1	291.5	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	15	228.8	---	194.0	225.4	264.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	15	249.7	---	206.3	251.9	291.5	---
Total Compensation (Incl Perqs)	9	15	257.5	---	206.3	277.6	299.9	---
TARGET COMPENSATION								
Target Bonus Amount	8	12	39.4	---	27.4	41.5	53.0	---
Target Bonus as % of Base	8	12	21	---	16	24	25	---
Target Cash Compensation	9	15	223.7	---	194.4	214.4	258.7	---
Target Total Direct Compensation (Incl LTI)	9	15	244.6	---	209.0	234.4	290.7	---
Target Total Compensation (Incl Perqs)	9	15	252.4	---	209.0	266.0	293.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	9	37.7	---	22.6	33.0	55.2	---
LTI as % of Base	5	9	20	---	11	15	31	---
Total Perquisite Amount	4	6	17.4	---	---	7.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	15	7,149.7	---	792.9	3,167.0	14,416.0	---

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
33% No
67% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CAM – Account/Relationship Management
Level : S2 – Intermediate (S2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	20	84.0	---	71.3	84.9	103.4	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	20	88.7	---	74.0	90.0	105.7	---
Actual Total Direct Compensation (Incl LTI)	6	20	89.9	---	72.3	94.4	109.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	20	89.9	---	78.0	90.7	105.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	20	92.3	---	78.0	95.0	110.0	---
Total Compensation (Incl Perqs)	6	20	94.1	---	79.2	96.3	111.8	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	15.0	---	---	14.8	---	---
Target Bonus as % of Base	4	6	17	---	---	16	---	---
Target Cash Compensation	5	12	108.5	---	96.0	104.9	122.8	---
Target Total Direct Compensation (Incl LTI)	5	12	111.3	---	96.0	111.2	122.8	---
Target Total Compensation (Incl Perqs)	5	12	113.5	---	97.8	119.2	126.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	20	10,060.8	---	1,831.0	7,230.7	20,040.1	---

Bonus Eligibility
50% Eligible
17% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
33% Not eligible

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CAM – Account/Relationship Management
Level : S3 – Career (S3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	82	98.7	69.4	74.6	98.2	122.0	131.6
Actual Bonus Amount	7	55	12.8	---	7.2	12.1	12.9	---
Actual Bonus as % of Base	7	55	12	---	10	12	14	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	12	82	109.8	82.6	88.8	106.5	129.9	145.4
Actual Total Direct Compensation (Incl LTI)	12	82	105.8	69.5	82.5	105.2	129.9	145.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	17	13.5	---	---	11.4	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	82	110.1	82.6	88.8	106.8	129.9	146.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	82	110.1	82.6	88.8	106.8	129.9	146.9
Total Compensation (Incl Perqs)	12	82	111.9	82.6	90.9	107.3	138.2	150.2
TARGET COMPENSATION								
Target Bonus Amount	8	59	12.1	---	9.3	9.8	17.2	---
Target Bonus as % of Base	8	59	13	---	10	11	14	---
Target Cash Compensation	11	70	111.7	81.3	97.1	108.7	132.1	144.2
Target Total Direct Compensation (Incl LTI)	11	70	111.7	81.3	97.1	108.7	132.1	144.2
Target Total Compensation (Incl Perqs)	11	70	113.7	81.9	97.1	109.5	135.7	151.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	5	16	4.4	---	0.6	2.8	9.0	---
SCOPE VARIABLES								
Company Revenue (millions)	12	82	6,167.7	248.2	1,055.2	2,984.0	8,857.4	23,045.4

Bonus Eligibility

54% Eligible
8% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
36% Not eligible

LTI Eligibility

92% No
8% Yes

Hourly Rate Eligibility

85% No
15% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CAM – Account/Relationship Management

Level : S4 – Expert (S4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	121	123.1	97.7	110.3	124.6	136.6	146.9
Actual Bonus Amount	11	60	17.5	8.6	10.5	16.0	22.5	32.7
Actual Bonus as % of Base	11	60	14	6	9	13	18	25
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	121	139.9	104.5	122.1	139.5	154.9	189.1
Actual Total Direct Compensation (Incl LTI)	13	121	135.6	104.5	122.1	140.1	149.7	156.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	13	18.9	---	1.2	9.8	41.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	121	140.4	104.5	122.9	139.5	155.6	189.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	121	141.7	104.5	122.9	140.1	155.6	191.8
Total Compensation (Incl Perqs)	13	121	143.0	104.5	123.6	140.1	155.8	198.6
TARGET COMPENSATION								
Target Bonus Amount	11	68	17.1	5.0	13.5	17.6	20.0	29.6
Target Bonus as % of Base	11	68	14	4	12	13	16	23
Target Cash Compensation	12	119	136.0	101.9	118.3	136.8	151.4	175.6
Target Total Direct Compensation (Incl LTI)	12	119	137.2	101.9	118.3	142.5	151.4	177.7
Target Total Compensation (Incl Perqs)	12	119	137.7	101.9	118.6	142.5	151.4	178.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	6	18	3.2	---	0.3	0.9	6.9	---
SCOPE VARIABLES								
Company Revenue (millions)	13	121	7,046.7	289.4	1,661.2	4,045.0	11,900.2	22,377.6

Bonus Eligibility

66% Eligible

7% Eligible but payment not received for poor performance reasons

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

26% Not eligible

LTI Eligibility

87% No

13% 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

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CAM – Account/Relationship Management
Level : S5 – Senior Expert (S5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	54	145.8	---	124.0	153.6	163.6	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	54	156.3	---	131.6	159.6	179.3	---
Actual Total Direct Compensation (Incl LTI)	5	54	162.5	---	131.6	159.6	195.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	54	156.3	---	131.6	159.6	179.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	54	162.6	---	131.6	159.6	195.0	---
Total Compensation (Incl Perqs)	5	54	162.6	---	131.6	159.6	195.2	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	54	154.8	---	128.5	166.0	175.6	---
Target Total Direct Compensation (Incl LTI)	5	54	161.1	---	128.5	166.0	191.2	---
Target Total Compensation (Incl Perqs)	5	54	161.2	---	128.5	166.0	191.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	54	10,222.2	---	3,532.9	5,657.0	19,194.0	---

Bonus Eligibility
41% Eligible
1% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
58% Not eligible

LTI Eligibility
80% No
20% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CSC – Channel Sales
Level : S3 – Career (S3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	24	102.6	---	79.4	113.7	120.3	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	24	110.6	---	85.0	121.5	130.8	---
Actual Total Direct Compensation (Incl LTI)	5	24	109.2	---	81.0	121.5	131.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	24	111.1	---	85.0	122.2	131.6	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	24	111.3	---	85.0	122.2	132.1	---
Total Compensation (Incl Perqs)	5	24	113.0	---	85.0	126.3	134.2	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	23	123.8	---	---	124.8	---	---
Target Total Direct Compensation (Incl LTI)	4	23	124.0	---	---	124.8	---	---
Target Total Compensation (Incl Perqs)	4	23	126.1	---	---	128.7	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	24	8,855.0	---	2,382.3	4,000.0	17,755.2	---

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : CSC – Channel Sales
Level : S4 – Expert (S4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	16	128.4	---	101.3	129.2	151.3	---
Actual Bonus Amount	4	9	24.2	---	---	22.4	---	---
Actual Bonus as % of Base	4	9	20	---	---	22	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	16	144.5	---	119.6	143.7	167.0	---
Actual Total Direct Compensation (Incl LTI)	6	16	146.2	---	119.6	143.7	169.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	16	145.1	---	119.6	143.9	168.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	16	146.8	---	119.6	143.9	170.5	---
Total Compensation (Incl Perqs)	6	16	149.4	---	119.6	147.4	176.8	---
TARGET COMPENSATION								
Target Bonus Amount	4	9	20.7	---	---	19.5	---	---
Target Bonus as % of Base	4	9	17	---	---	17	---	---
Target Cash Compensation	6	16	142.1	---	115.2	141.2	169.2	---
Target Total Direct Compensation (Incl LTI)	6	16	143.8	---	115.2	141.2	171.7	---
Target Total Compensation (Incl Perqs)	6	16	146.4	---	115.2	144.6	177.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	16	13,897.5	---	2,401.1	9,505.7	27,426.7	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
67% Eligible	83% No	100% No
0% Eligible but payment not received for poor performance reasons	17% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
33% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

Function : CSD – Direct Sales
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	96.3	---	---	106.3	---	---
Actual Bonus Amount	1	---	---	---	---	---	---	---
Actual Bonus as % of Base	1	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	5	106.5	---	---	108.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	104.7	---	---	108.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	106.5	---	---	108.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	5	107.7	---	---	108.0	---	---
Total Compensation (Incl Perqs)	4	5	107.8	---	---	108.2	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	18,517.6	---	---	17,755.2	---	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
25% Eligible	63% No	100% No
25% Eligible but payment not received for poor performance reasons	38% Yes	0% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CSD – Direct Sales
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	44	144.6	---	114.0	153.6	161.3	---
Actual Bonus Amount	5	21	34.4	---	22.4	38.1	44.5	---
Actual Bonus as % of Base	5	21	23	---	16	27	28	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	44	167.9	---	114.0	178.3	196.3	---
Actual Total Direct Compensation (Incl LTI)	7	44	190.1	---	114.0	196.6	233.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	44	168.3	---	116.5	178.3	196.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	44	190.4	---	116.5	196.6	233.4	---
Total Compensation (Incl Perqs)	7	44	190.9	---	116.9	196.6	234.1	---
TARGET COMPENSATION								
Target Bonus Amount	6	22	27.0	---	23.5	29.6	32.1	---
Target Bonus as % of Base	6	22	19	---	18	20	21	---
Target Cash Compensation	7	44	170.4	---	167.5	178.3	192.3	---
Target Total Direct Compensation (Incl LTI)	7	44	192.6	---	171.0	187.9	226.0	---
Target Total Compensation (Incl Perqs)	7	44	193.1	---	171.4	187.9	228.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	18	34.8	---	18.0	25.8	56.1	---
LTI as % of Base	5	18	22	---	12	16	36	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	44	17,312.6	---	10,461.5	13,224.0	26,968.0	---

Bonus Eligibility
59% Eligible
14% 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
21% No
79% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : CSD – Direct Sales
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	30	189.6	---	152.7	182.5	203.6	---
Actual Bonus Amount	7	17	43.8	---	32.5	52.2	55.4	---
Actual Bonus as % of Base	7	17	24	---	20	29	32	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	30	227.6	---	190.1	236.1	265.1	---
Actual Total Direct Compensation (Incl LTI)	8	30	264.1	---	227.4	268.7	311.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	30	227.7	---	190.1	236.1	265.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	30	264.2	---	227.4	269.1	311.5	---
Total Compensation (Incl Perqs)	8	30	268.1	---	234.2	271.7	312.3	---
TARGET COMPENSATION								
Target Bonus Amount	7	17	39.1	---	29.9	40.7	44.8	---
Target Bonus as % of Base	7	17	22	---	20	22	25	---
Target Cash Compensation	8	30	222.2	---	185.2	223.3	260.0	---
Target Total Direct Compensation (Incl LTI)	8	30	258.7	---	224.5	262.9	307.6	---
Target Total Compensation (Incl Perqs)	8	30	262.6	---	229.5	268.0	308.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	13	53.8	---	26.0	42.8	70.7	---
LTI as % of Base	6	13	30	---	12	23	42	---
Total Perquisite Amount	5	14	6.2	---	4.2	6.7	8.0	---
SCOPE VARIABLES								
Company Revenue (millions)	8	30	12,660.7	---	2,606.8	11,483.2	23,379.4	---

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
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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CSD – Direct Sales
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	22	193.3	---	172.9	188.0	223.5	---
Actual Bonus Amount	6	11	49.4	---	30.8	46.7	73.7	---
Actual Bonus as % of Base	6	11	25	---	17	28	33	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	22	240.6	---	199.5	221.0	297.2	---
Actual Total Direct Compensation (Incl LTI)	6	22	332.9	---	199.5	307.8	476.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	22	240.6	---	199.5	221.0	297.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	22	332.9	---	199.5	307.8	476.1	---
Total Compensation (Incl Perqs)	6	22	342.3	---	199.5	310.4	507.5	---
TARGET COMPENSATION								
Target Bonus Amount	6	11	48.7	---	34.1	49.7	63.3	---
Target Bonus as % of Base	6	11	25	---	19	24	31	---
Target Cash Compensation	6	22	237.0	---	196.0	232.7	286.0	---
Target Total Direct Compensation (Incl LTI)	6	22	329.2	---	196.0	319.5	464.9	---
Target Total Compensation (Incl Perqs)	6	22	338.6	---	196.0	322.1	496.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	138.3	---	---	130.5	---	---
LTI as % of Base	4	4	66	---	---	64	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	22	10,976.4	---	1,996.2	8,612.0	20,519.8	---

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
33% No
67% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CSD – Direct Sales
Level : S2 – Intermediate (S2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	93	80.3	---	51.3	81.1	107.7	---
Actual Bonus Amount	6	44	13.4	---	8.5	11.1	18.8	---
Actual Bonus as % of Base	6	44	16	---	12	17	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	93	95.9	---	58.5	93.2	118.8	---
Actual Total Direct Compensation (Incl LTI)	8	93	88.8	---	57.0	93.2	119.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	93	96.0	---	58.5	93.2	119.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	93	96.5	---	58.5	93.2	120.5	---
Total Compensation (Incl Perqs)	8	93	98.3	---	58.5	93.2	123.1	---
TARGET COMPENSATION								
Target Bonus Amount	6	45	10.8	---	7.7	10.2	13.5	---
Target Bonus as % of Base	6	45	13	---	10	14	15	---
Target Cash Compensation	6	82	87.3	---	59.7	91.2	104.1	---
Target Total Direct Compensation (Incl LTI)	6	82	88.0	---	59.7	91.8	106.3	---
Target Total Compensation (Incl Perqs)	6	82	88.6	---	59.7	91.8	107.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	93	12,280.4	---	2,363.4	3,400.5	26,488.2	---

Bonus Eligibility
61% Eligible
3% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
36% Not eligible

LTI Eligibility
88% No
13% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : CSD – Direct Sales
Level : S3 – Career (S3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	275	98.3	58.4	84.4	98.1	118.2	129.8
Actual Bonus Amount	10	72	12.9	2.1	8.6	12.7	17.9	22.0
Actual Bonus as % of Base	10	72	13	5	8	14	17	20
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	275	120.8	76.5	97.2	114.1	124.9	208.5
Actual Total Direct Compensation (Incl LTI)	13	275	108.3	58.6	95.3	113.9	122.2	144.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	38	32.3	---	20.9	24.1	38.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	275	120.9	76.5	97.0	115.1	125.7	208.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	275	121.9	76.5	97.0	116.0	125.7	208.5
Total Compensation (Incl Perqs)	13	275	123.8	76.5	97.0	116.4	130.5	215.2
TARGET COMPENSATION								
Target Bonus Amount	11	94	12.8	3.1	8.7	13.4	14.6	23.2
Target Bonus as % of Base	11	94	13	6	10	13	15	23
Target Cash Compensation	11	253	104.9	45.9	94.3	111.8	123.6	142.5
Target Total Direct Compensation (Incl LTI)	11	253	106.0	45.9	94.3	115.0	123.6	143.3
Target Total Compensation (Incl Perqs)	11	253	107.3	45.9	94.3	115.3	123.6	144.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	12	8.1	---	---	6.7	---	---
LTI as % of Base	4	12	9	---	---	7	---	---
Total Perquisite Amount	6	40	4.6	---	0.4	3.9	8.7	---
SCOPE VARIABLES								
Company Revenue (millions)	13	275	10,979.1	441.1	2,382.3	8,550.0	19,136.5	30,798.7

Bonus Eligibility
61% Eligible
8% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
30% Not eligible

LTI Eligibility
69% No
31% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : CSD – Direct Sales
Level : S4 – Expert (S4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	201	126.1	89.2	124.0	127.2	131.8	150.1
Actual Bonus Amount	9	126	21.6	---	13.8	22.3	26.4	---
Actual Bonus as % of Base	9	126	17	---	12	18	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	201	143.1	101.0	127.5	151.2	158.3	163.1
Actual Total Direct Compensation (Incl LTI)	11	201	144.7	101.0	127.2	151.2	162.2	172.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	201	143.4	101.0	127.5	151.2	160.2	163.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	201	146.4	101.0	127.5	153.7	163.4	172.9
Total Compensation (Incl Perqs)	11	201	147.3	101.0	127.5	154.2	164.2	174.5
TARGET COMPENSATION								
Target Bonus Amount	9	131	19.3	---	15.0	19.0	23.6	---
Target Bonus as % of Base	9	131	15	---	12	15	18	---
Target Cash Compensation	11	200	142.5	100.3	128.2	145.6	153.4	176.7
Target Total Direct Compensation (Incl LTI)	11	200	145.6	100.3	128.2	151.2	165.4	178.2
Target Total Compensation (Incl Perqs)	11	200	146.5	100.3	128.2	151.2	165.4	180.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	49	13.8	---	6.8	15.1	20.2	---
LTI as % of Base	5	49	12	---	6	14	16	---
Total Perquisite Amount	5	40	1.9	---	0.3	0.5	4.3	---
SCOPE VARIABLES								
Company Revenue (millions)	11	201	11,507.6	828.9	2,420.0	10,461.5	25,049.0	26,692.5

Bonus Eligibility
70% Eligible
5% 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
62% No
38% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : CSD – Direct Sales
Level : S5 – Senior Expert (S5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	55	151.3	---	129.3	153.6	171.7	---
Actual Bonus Amount	7	24	26.2	---	17.3	26.5	31.3	---
Actual Bonus as % of Base	7	24	18	---	15	18	22	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	55	175.4	---	150.5	182.0	196.9	---
Actual Total Direct Compensation (Incl LTI)	8	55	184.2	---	150.3	183.3	217.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	55	176.3	---	150.5	182.0	196.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	55	187.8	---	150.5	183.3	219.5	---
Total Compensation (Incl Perqs)	8	55	188.6	---	150.5	183.4	221.4	---
TARGET COMPENSATION								
Target Bonus Amount	7	24	27.0	---	18.3	23.0	30.8	---
Target Bonus as % of Base	7	24	18	---	12	20	20	---
Target Cash Compensation	7	49	169.1	---	140.2	181.8	185.0	---
Target Total Direct Compensation (Incl LTI)	7	49	173.0	---	140.2	181.8	198.2	---
Target Total Compensation (Incl Perqs)	7	49	174.0	---	140.2	182.1	203.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	55	11,635.5	---	1,299.7	8,252.5	22,092.7	---

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

LTI Eligibility
51% No
49% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CUS – Sales Support and Administration
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	37	79.5	----	70.2	78.7	90.7	----
Actual Bonus Amount	4	27	12.4	----	----	12.5	----	----
Actual Bonus as % of Base	4	27	16	----	----	15	----	----
Hourly Rate	0	----	----	----	----	----	----	----
Actual Cash Compensation	6	37	87.8	----	72.0	92.6	100.3	----
Actual Total Direct Compensation (Incl LTI)	6	37	88.3	----	72.0	92.6	101.2	----
Actual Retention Bonus	0	----	----	----	----	----	----	----
Total Variable Payments – Excl Actual Bonus	0	----	----	----	----	----	----	----
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	37	87.8	----	72.0	92.6	100.3	----
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	37	88.3	----	72.0	92.6	101.2	----
Total Compensation (Incl Perqs)	6	37	88.4	----	72.0	92.6	101.5	----
TARGET COMPENSATION								
Target Bonus Amount	4	27	10.1	----	----	11.3	----	----
Target Bonus as % of Base	4	27	13	----	----	14	----	----
Target Cash Compensation	6	37	86.3	----	71.5	90.5	98.7	----
Target Total Direct Compensation (Incl LTI)	6	37	86.8	----	71.5	91.7	99.5	----
Target Total Compensation (Incl Perqs)	6	37	86.9	----	71.5	91.7	99.6	----
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	----	----	----	----	----	----	----
LTI as % of Base	1	----	----	----	----	----	----	----
Total Perquisite Amount	1	----	----	----	----	----	----	----
SCOPE VARIABLES								
Company Revenue (millions)	6	37	12,695.7	----	2,686.9	9,505.7	25,528.7	----

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

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CUS – Sales Support and Administration
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	31	109.5	---	94.4	105.9	125.8	---
Actual Bonus Amount	7	20	14.7	---	11.0	11.6	21.7	---
Actual Bonus as % of Base	7	20	14	---	10	11	20	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	8	31	121.5	---	104.2	122.3	134.8	---
Actual Total Direct Compensation (Incl LTI)	8	31	122.5	---	104.2	125.0	135.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	31	121.8	---	104.2	122.3	135.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	31	122.7	---	104.2	125.0	136.1	---
Total Compensation (Incl Perqs)	8	31	122.8	---	104.2	125.0	136.4	---
TARGET COMPENSATION								
Target Bonus Amount	7	20	12.7	---	9.2	9.7	17.0	---
Target Bonus as % of Base	7	20	12	---	9	10	15	---
Target Cash Compensation	8	31	119.8	---	102.0	118.4	130.3	---
Target Total Direct Compensation (Incl LTI)	8	31	120.7	---	102.0	122.1	130.3	---
Target Total Compensation (Incl Perqs)	8	31	120.7	---	102.0	122.1	130.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	31	10,220.1	---	2,515.3	5,858.5	21,402.1	---

Bonus Eligibility

79% Eligible

0% Eligible but payment not received for poor performance reasons

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

21% Not eligible

LTI Eligibility

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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CUS – Sales Support and Administration
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	16	128.6	---	---	126.8	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	16	144.5	---	---	152.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	16	146.4	---	---	156.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	16	144.5	---	---	152.1	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	16	146.4	---	---	156.0	---	---
Total Compensation (Incl Perqs)	4	16	146.5	---	---	156.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	16	141.3	---	---	147.7	---	---
Target Total Direct Compensation (Incl LTI)	4	16	143.2	---	---	151.6	---	---
Target Total Compensation (Incl Perqs)	4	16	143.3	---	---	151.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	16	16,205.8	---	---	17,755.2	---	---

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

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

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : CUS – Sales Support and Administration
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	19	56.7	---	---	57.5	---	---
Actual Bonus Amount	4	19	5.4	---	---	5.3	---	---
Actual Bonus as % of Base	4	19	9	---	---	9	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	19	62.0	---	---	64.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	19	62.0	---	---	64.1	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	19	62.0	---	---	64.1	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	19	62.0	---	---	64.1	---	---
Total Compensation (Incl Perqs)	4	19	62.0	---	---	64.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	19	4.5	---	---	4.6	---	---
Target Bonus as % of Base	4	19	8	---	---	7	---	---
Target Cash Compensation	4	19	61.2	---	---	62.3	---	---
Target Total Direct Compensation (Incl LTI)	4	19	61.2	---	---	62.3	---	---
Target Total Compensation (Incl Perqs)	4	19	61.2	---	---	62.3	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	19	10,579.7	---	---	6,275.0	---	---

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

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	316	111.3	---	102.6	110.3	122.5	---
Actual Bonus Amount	8	295	12.0	---	5.1	13.1	15.7	---
Actual Bonus as % of Base	8	295	11	---	5	12	13	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	8	316	123.0	---	108.6	123.5	134.6	---
Actual Total Direct Compensation (Incl LTI)	8	316	123.0	---	108.6	123.5	134.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	316	123.1	---	108.6	123.5	134.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	316	123.1	---	108.6	123.5	134.9	---
Total Compensation (Incl Perqs)	8	316	123.4	---	108.7	124.3	134.9	---
TARGET COMPENSATION								
Target Bonus Amount	8	316	11.2	---	6.6	11.4	12.7	---
Target Bonus as % of Base	8	316	10	---	6	10	11	---
Target Cash Compensation	8	316	122.4	---	109.4	121.4	137.4	---
Target Total Direct Compensation (Incl LTI)	8	316	122.4	---	109.4	121.4	137.4	---
Target Total Compensation (Incl Perqs)	8	316	122.7	---	109.4	122.2	137.4	---
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	316	4,567.3	---	2,149.3	3,598.5	5,925.3	---

Bonus Eligibility
98% Eligible
2% 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
100% No
0% Yes

Hourly Rate Eligibility
78% No
22% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	113	126.4	79.3	119.0	130.4	147.4	148.2
Actual Bonus Amount	10	97	20.1	9.4	13.7	21.3	24.7	32.2
Actual Bonus as % of Base	10	97	15	9	11	15	19	22
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	113	144.7	86.6	133.2	157.7	163.0	177.5
Actual Total Direct Compensation (Incl LTI)	11	113	145.6	86.6	133.2	157.7	167.4	177.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	113	144.9	86.6	133.2	157.7	163.7	177.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	113	145.8	86.6	133.2	157.7	167.4	177.9
Total Compensation (Incl Perqs)	11	113	150.5	86.6	134.4	158.0	171.5	199.6
TARGET COMPENSATION								
Target Bonus Amount	10	97	17.3	7.5	11.2	19.3	22.2	25.7
Target Bonus as % of Base	10	97	13	7	10	15	15	20
Target Cash Compensation	11	113	142.1	85.2	130.9	154.6	162.2	170.4
Target Total Direct Compensation (Incl LTI)	11	113	143.0	85.2	130.9	154.6	164.7	172.1
Target Total Compensation (Incl Perqs)	11	113	147.7	85.2	132.1	154.9	169.5	195.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	5	30	10.6	---	0.8	1.3	24.9	---
SCOPE VARIABLES								
Company Revenue (millions)	11	113	3,687.6	653.4	1,356.0	2,801.0	4,045.0	11,981.6

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

LTI Eligibility
92% No
8% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	34	170.1	---	152.9	172.5	190.9	---
Actual Bonus Amount	9	34	48.6	---	32.2	54.8	57.3	---
Actual Bonus as % of Base	9	34	28	---	23	30	33	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	34	218.7	---	193.2	222.5	248.0	---
Actual Total Direct Compensation (Incl LTI)	9	34	237.8	---	199.9	222.5	294.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	34	219.0	---	193.2	222.5	248.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	34	238.1	---	199.9	222.5	294.6	---
Total Compensation (Incl Perqs)	9	34	245.6	---	200.0	252.7	299.0	---
TARGET COMPENSATION								
Target Bonus Amount	9	34	40.9	---	33.7	39.1	50.4	---
Target Bonus as % of Base	9	34	23	---	20	25	28	---
Target Cash Compensation	9	34	210.9	---	188.9	207.9	238.5	---
Target Total Direct Compensation (Incl LTI)	9	34	230.0	---	190.1	218.2	289.8	---
Target Total Compensation (Incl Perqs)	9	34	237.6	---	191.8	233.1	294.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	12	38.9	---	18.2	44.6	56.8	---
LTI as % of Base	5	12	21	---	10	21	31	---
Total Perquisite Amount	5	14	13.6	---	1.9	5.2	29.4	---
SCOPE VARIABLES								
Company Revenue (millions)	9	34	3,879.6	---	1,644.0	3,167.0	5,298.5	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	58%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	42%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	165.5	---	---	175.6	---	---
Actual Bonus Amount	4	5	42.6	---	---	42.1	---	---
Actual Bonus as % of Base	4	5	26	---	---	26	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	5	208.1	---	---	225.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	208.1	---	---	225.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	208.1	---	---	225.3	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	5	208.1	---	---	225.3	---	---
Total Compensation (Incl Perqs)	4	5	211.1	---	---	228.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	5	37.4	---	---	39.8	---	---
Target Bonus as % of Base	4	5	22	---	---	23	---	---
Target Cash Compensation	4	5	202.9	---	---	215.3	---	---
Target Total Direct Compensation (Incl LTI)	4	5	202.9	---	---	215.3	---	---
Target Total Compensation (Incl Perqs)	4	5	206.0	---	---	220.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	2,802.8	---	---	2,905.1	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	100%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	0%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	63	101.3	---	---	104.1	---	---
Actual Bonus Amount	4	63	13.8	---	---	13.8	---	---
Actual Bonus as % of Base	4	63	13	---	---	14	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	63	115.1	---	---	116.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	63	119.3	---	---	116.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	63	115.1	---	---	116.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	63	119.3	---	---	116.6	---	---
Total Compensation (Incl Perqs)	4	63	120.0	---	---	117.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	63	12.9	---	---	13.1	---	---
Target Bonus as % of Base	4	63	13	---	---	13	---	---
Target Cash Compensation	4	63	114.1	---	---	117.2	---	---
Target Total Direct Compensation (Incl LTI)	4	63	118.3	---	---	117.2	---	---
Target Total Compensation (Incl Perqs)	4	63	119.0	---	---	117.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	63	4,870.8	---	---	3,544.9	---	---

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	
50%	No
50%	Yes

Hourly Rate Eligibility	
75%	No
25%	Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	18	110.1	---	---	109.7	---	---
Actual Bonus Amount	4	18	22.2	---	---	20.9	---	---
Actual Bonus as % of Base	4	18	19	---	---	17	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	18	132.3	---	---	134.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	18	138.5	---	---	135.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	18	132.3	---	---	134.1	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	18	138.5	---	---	135.8	---	---
Total Compensation (Incl Perqs)	4	18	139.2	---	---	135.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	18	17.6	---	---	17.3	---	---
Target Bonus as % of Base	4	18	15	---	---	15	---	---
Target Cash Compensation	4	18	127.7	---	---	127.0	---	---
Target Total Direct Compensation (Incl LTI)	4	18	133.9	---	---	133.3	---	---
Target Total Compensation (Incl Perqs)	4	18	134.6	---	---	133.3	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	18	2,811.7	---	---	2,984.0	---	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	75%	No	85%	No
0%	Eligible but payment not received for poor performance reasons	25%	Yes	15%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	460	72.0	---	---	75.5	---	---
Actual Bonus Amount	1	---	---	---	---	---	---	---
Actual Bonus as % of Base	1	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	4	460	72.6	---	---	76.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	460	72.6	---	---	76.7	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	460	72.7	---	---	77.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	460	72.7	---	---	77.0	---	---
Total Compensation (Incl Perqs)	4	460	72.8	---	---	77.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	1	---	---	---	---	---	---	---
Target Bonus as % of Base	1	---	---	---	---	---	---	---
Target Cash Compensation	4	460	72.5	---	---	76.7	---	---
Target Total Direct Compensation (Incl LTI)	4	460	72.5	---	---	76.7	---	---
Target Total Compensation (Incl Perqs)	4	460	72.6	---	---	76.7	---	---
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	460	6,145.3	---	---	4,037.5	---	---

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
26% No
74% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	880	81.7	---	73.7	77.7	93.0	---
Actual Bonus Amount	4	130	6.8	---	---	6.1	---	---
Actual Bonus as % of Base	4	130	8	---	---	8	---	---
Hourly Rate	6	518	38	---	35	37	42	---
Actual Cash Compensation	7	880	85.6	---	77.3	85.6	93.0	---
Actual Total Direct Compensation (Incl LTI)	7	880	85.6	---	77.3	85.6	93.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	880	85.6	---	77.3	85.6	93.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	880	85.6	---	77.3	85.6	93.3	---
Total Compensation (Incl Perqs)	7	880	85.8	---	77.3	85.6	93.3	---
TARGET COMPENSATION								
Target Bonus Amount	4	130	6.0	---	---	5.2	---	---
Target Bonus as % of Base	4	130	7	---	---	7	---	---
Target Cash Compensation	7	880	85.1	---	77.2	84.5	93.0	---
Target Total Direct Compensation (Incl LTI)	7	880	85.1	---	77.2	84.5	93.0	---
Target Total Compensation (Incl Perqs)	7	880	85.3	---	77.2	84.5	93.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	880	3,949.6	---	1,791.0	2,801.0	4,045.0	---

Bonus Eligibility
57% Eligible
0% 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
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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

Willis Towers Watson 

Function : EDD – Energy Delivery/Distribution
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	758	94.3	---	80.7	98.1	114.9	---
Actual Bonus Amount	4	59	9.4	---	---	9.4	---	---
Actual Bonus as % of Base	4	59	10	---	---	10	---	---
Hourly Rate	6	490	47	---	39	47	56	---
Actual Cash Compensation	8	758	99.0	---	83.7	98.1	124.0	---
Actual Total Direct Compensation (Incl LTI)	8	758	99.0	---	83.7	98.1	124.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	758	99.0	---	83.7	98.1	124.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	758	99.0	---	83.7	98.1	124.0	---
Total Compensation (Incl Perqs)	8	758	99.2	---	83.7	98.3	124.0	---
TARGET COMPENSATION								
Target Bonus Amount	4	59	7.5	---	---	7.4	---	---
Target Bonus as % of Base	4	59	8	---	---	8	---	---
Target Cash Compensation	8	758	98.1	---	83.2	98.1	122.5	---
Target Total Direct Compensation (Incl LTI)	8	758	98.1	---	83.2	98.1	122.5	---
Target Total Compensation (Incl Perqs)	8	758	98.3	---	83.2	98.3	122.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	758	3,887.7	---	1,464.7	2,984.0	4,041.3	---

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
100% No
0% Yes

Hourly Rate Eligibility
32% No
68% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : EDD – Energy Delivery/Distribution
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	888	98.1	---	83.7	98.3	111.4	---
Actual Bonus Amount	5	32	7.6	---	4.4	7.8	10.6	---
Actual Bonus as % of Base	5	32	7	---	4	7	10	---
Hourly Rate	6	752	48	---	42	47	52	---
Actual Cash Compensation	8	888	102.0	---	90.8	99.6	112.1	---
Actual Total Direct Compensation (Incl LTI)	8	888	102.0	---	90.8	99.6	112.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	888	102.0	---	90.8	99.6	112.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	888	102.0	---	90.8	99.6	112.3	---
Total Compensation (Incl Perqs)	8	888	102.1	---	90.8	99.6	112.4	---
TARGET COMPENSATION								
Target Bonus Amount	5	32	8.4	---	4.8	8.4	12.0	---
Target Bonus as % of Base	5	32	8	---	5	9	10	---
Target Cash Compensation	8	888	101.9	---	89.7	100.7	112.6	---
Target Total Direct Compensation (Incl LTI)	8	888	101.9	---	89.7	100.7	112.6	---
Target Total Compensation (Incl Perqs)	8	888	102.0	---	89.7	100.7	112.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	888	4,265.3	---	2,043.5	3,598.5	4,219.0	---

Bonus Eligibility
51% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
49% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
26% No
74% Yes

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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDD – Energy Delivery/Distribution
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	149	63.1	---	---	65.8	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	4	149	66.1	---	---	70.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	149	66.1	---	---	70.1	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	149	66.1	---	---	70.1	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	149	66.1	---	---	70.1	---	---
Total Compensation (Incl Perqs)	4	149	66.1	---	---	70.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	149	2,422.8	---	---	2,366.5	---	---

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
100% No
0% Yes

Hourly Rate Eligibility
25% No
75% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDE – Energy Efficiency/Conservation
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	22	115.6	---	95.1	115.2	133.4	---
Actual Bonus Amount	4	18	20.4	---	---	18.7	---	---
Actual Bonus as % of Base	4	18	16	---	---	16	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	22	129.3	---	95.1	133.6	152.1	---
Actual Total Direct Compensation (Incl LTI)	6	22	129.3	---	95.1	133.6	152.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	22	129.3	---	95.1	133.6	152.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	22	129.3	---	95.1	133.6	152.1	---
Total Compensation (Incl Perqs)	6	22	129.5	---	95.1	134.2	152.1	---
TARGET COMPENSATION								
Target Bonus Amount	4	18	17.5	---	---	18.8	---	---
Target Bonus as % of Base	4	18	14	---	---	15	---	---
Target Cash Compensation	6	22	127.3	---	95.1	129.8	153.4	---
Target Total Direct Compensation (Incl LTI)	6	22	127.3	---	95.1	129.8	153.4	---
Target Total Compensation (Incl Perqs)	6	22	127.5	---	95.1	130.4	153.4	---
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	22	3,268.7	---	1,350.1	3,598.5	4,671.8	---

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
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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDE – Energy Efficiency/Conservation
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	166.9	---	---	168.9	---	---
Actual Bonus Amount	4	5	37.0	---	---	45.1	---	---
Actual Bonus as % of Base	4	5	22	---	---	27	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	5	203.9	---	---	206.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	207.2	---	---	210.1	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	203.9	---	---	206.2	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	5	207.2	---	---	210.1	---	---
Total Compensation (Incl Perqs)	4	5	207.9	---	---	211.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	5	30.4	---	---	33.0	---	---
Target Bonus as % of Base	4	5	18	---	---	20	---	---
Target Cash Compensation	4	5	197.4	---	---	196.8	---	---
Target Total Direct Compensation (Incl LTI)	4	5	200.7	---	---	200.3	---	---
Target Total Compensation (Incl Perqs)	4	5	201.4	---	---	200.3	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	3,444.1	---	---	3,598.5	---	---

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

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

All monetary values in thousands – 2017 Accounting Value

Function : EDE – Energy Efficiency/Conservation
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	16	75.3	---	62.4	80.7	85.5	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	5	16	78.9	---	64.9	83.2	90.7	---
Actual Total Direct Compensation (Incl LTI)	5	16	78.7	---	64.9	82.6	90.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	16	78.7	---	64.9	82.6	90.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	16	78.7	---	64.9	82.6	90.7	---
Total Compensation (Incl Perqs)	5	16	78.9	---	65.2	82.7	90.7	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	16	78.6	---	64.4	84.7	89.7	---
Target Total Direct Compensation (Incl LTI)	5	16	78.6	---	64.4	84.7	89.7	---
Target Total Compensation (Incl Perqs)	5	16	78.7	---	64.7	84.8	89.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	16	2,388.3	---	349.7	3,167.0	4,037.5	---

Bonus Eligibility
57% Eligible
0% Eligible but payment not received for poor performance reasons
3% Eligible but payment not received due to insufficient time on the job
40% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
60% No
40% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential - for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EDE – Energy Efficiency/Conservation
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	14	89.6	---	---	94.5	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	4	14	96.2	---	---	101.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	14	96.2	---	---	101.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	14	96.2	---	---	101.3	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	14	96.2	---	---	101.3	---	---
Total Compensation (Incl Perqs)	4	14	96.6	---	---	101.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	14	95.1	---	---	101.4	---	---
Target Total Direct Compensation (Incl LTI)	4	14	95.1	---	---	101.4	---	---
Target Total Compensation (Incl Perqs)	4	14	95.4	---	---	101.5	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	14	1,974.1	---	---	1,919.6	---	---

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
100% No
0% Yes

Hourly Rate Eligibility
55% No
45% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EFS – Energy Supply
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	12	164.9	---	---	169.4	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	12	198.3	---	---	191.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	12	238.9	---	---	231.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	12	198.5	---	---	191.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	12	239.1	---	---	231.2	---	---
Total Compensation (Incl Perqs)	4	12	239.2	---	---	231.2	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	12	191.3	---	---	187.0	---	---
Target Total Direct Compensation (Incl LTI)	4	12	231.9	---	---	226.6	---	---
Target Total Compensation (Incl Perqs)	4	12	232.0	---	---	226.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	12	14,976.3	---	---	14,885.2	---	---

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
40% No
60% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EFS – Energy Supply
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	12	203.3	---	---	190.7	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	12	242.0	---	---	242.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	12	337.5	---	---	339.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	12	242.0	---	---	242.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	12	337.5	---	---	339.9	---	---
Total Compensation (Incl Perqs)	4	12	340.8	---	---	344.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	12	15,701.5	---	---	16,335.4	---	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
75% Eligible	29% No	100% No
0% Eligible but payment not received for poor performance reasons	71% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
25% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EFS – Energy Supply
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	13	80.0	---	---	79.4	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	13	87.7	---	---	91.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	13	87.7	---	---	91.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	13	87.7	---	---	91.5	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	13	87.7	---	---	91.5	---	---
Total Compensation (Incl Perqs)	4	13	87.7	---	---	91.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	13	86.5	---	---	89.5	---	---
Target Total Direct Compensation (Incl LTI)	4	13	86.5	---	---	89.5	---	---
Target Total Compensation (Incl Perqs)	4	13	86.5	---	---	89.5	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	13	14,796.0	---	---	14,524.5	---	---

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
75% No
25% Yes

Hourly Rate Eligibility
75% No
25% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EFS – Energy Supply
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	23	107.1	---	92.2	103.5	124.2	---
Actual Bonus Amount	6	10	11.3	---	6.0	11.5	15.7	---
Actual Bonus as % of Base	6	10	11	---	7	11	14	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	7	23	116.8	---	101.3	115.1	138.2	---
Actual Total Direct Compensation (Incl LTI)	7	23	119.3	---	103.7	115.1	138.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	23	117.3	---	101.3	118.5	138.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	23	119.8	---	103.7	118.5	138.2	---
Total Compensation (Incl Perqs)	7	23	119.8	---	103.7	118.8	138.2	---
TARGET COMPENSATION								
Target Bonus Amount	5	9	10.0	---	7.1	9.9	13.0	---
Target Bonus as % of Base	5	9	10	---	7	10	13	---
Target Cash Compensation	6	22	118.7	---	102.9	116.7	135.5	---
Target Total Direct Compensation (Incl LTI)	6	22	119.5	---	102.9	119.3	135.5	---
Target Total Compensation (Incl Perqs)	6	22	119.6	---	102.9	119.5	135.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	23	9,931.2	---	1,096.0	4,721.3	22,371.0	---

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	
71%	No
29%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : EFS – Energy Supply
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	29	127.0	---	104.4	130.0	134.1	---
Actual Bonus Amount	6	24	20.4	---	12.7	20.5	30.0	---
Actual Bonus as % of Base	6	24	16	---	12	16	23	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	29	144.6	---	119.7	152.3	162.3	---
Actual Total Direct Compensation (Incl LTI)	7	29	152.2	---	119.7	162.3	171.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	29	144.9	---	119.7	154.1	162.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	29	152.5	---	119.7	162.3	171.0	---
Total Compensation (Incl Perqs)	7	29	152.6	---	119.7	162.3	171.0	---
TARGET COMPENSATION								
Target Bonus Amount	5	22	19.2	---	15.8	19.5	22.4	---
Target Bonus as % of Base	5	22	15	---	13	15	18	---
Target Cash Compensation	6	27	147.2	---	140.9	149.7	156.2	---
Target Total Direct Compensation (Incl LTI)	6	27	154.4	---	142.1	158.3	167.1	---
Target Total Compensation (Incl Perqs)	6	27	154.5	---	142.4	158.3	167.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	29	10,584.5	---	2,397.0	4,721.3	25,049.0	---

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	
57%	No
43%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : EFS – Energy Supply
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	22	168.0	---	149.2	163.6	189.0	---
Actual Bonus Amount	4	14	31.7	---	---	36.3	---	---
Actual Bonus as % of Base	4	14	20	---	---	21	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	22	193.4	---	176.2	201.2	206.6	---
Actual Total Direct Compensation (Incl LTI)	5	22	235.8	---	220.2	242.3	248.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	22	194.2	---	176.2	201.3	208.6	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	22	236.7	---	220.2	242.3	250.4	---
Total Compensation (Incl Perqs)	5	22	236.7	---	220.2	242.3	250.5	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	18	193.5	---	---	200.1	---	---
Target Total Direct Compensation (Incl LTI)	4	18	232.3	---	---	236.7	---	---
Target Total Compensation (Incl Perqs)	4	18	232.4	---	---	236.8	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	18	44.3	---	29.6	42.4	59.9	---
LTI as % of Base	5	18	28	---	16	24	40	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	22	13,705.5	---	2,993.7	10,523.0	26,008.5	---

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

10% No

90% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGF – Fossil Power Generation
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	56	123.1	---	102.3	132.8	141.8	---
Actual Bonus Amount	5	30	17.0	---	6.9	19.4	25.9	---
Actual Bonus as % of Base	5	30	13	---	6	15	19	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	8	56	133.8	---	102.3	150.2	157.3	---
Actual Total Direct Compensation (Incl LTI)	8	56	134.8	---	102.3	150.2	163.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	56	135.3	---	102.3	150.2	162.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	56	136.4	---	102.3	150.2	166.7	---
Total Compensation (Incl Perqs)	8	56	137.5	---	102.3	150.2	166.7	---
TARGET COMPENSATION								
Target Bonus Amount	5	30	17.7	---	13.4	20.0	20.7	---
Target Bonus as % of Base	5	30	14	---	12	15	15	---
Target Cash Compensation	8	56	134.2	---	102.3	151.5	157.8	---
Target Total Direct Compensation (Incl LTI)	8	56	135.2	---	102.3	151.5	161.2	---
Target Total Compensation (Incl Perqs)	8	56	136.4	---	102.3	151.5	161.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	56	3,229.7	---	1,942.5	3,368.8	4,033.8	---

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
92% No
8% Yes

Hourly Rate Eligibility
63% No
37% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGF – Fossil Power Generation
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	63	148.9	---	126.0	157.0	166.9	---
Actual Bonus Amount	7	61	30.3	---	15.9	33.0	40.9	---
Actual Bonus as % of Base	7	61	20	---	15	22	26	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	63	179.0	---	150.9	186.4	209.7	---
Actual Total Direct Compensation (Incl LTI)	7	63	194.2	---	150.9	202.8	234.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	63	179.2	---	150.9	186.4	211.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	63	194.4	---	150.9	202.8	235.6	---
Total Compensation (Incl Perqs)	7	63	197.0	---	150.9	208.6	235.6	---
TARGET COMPENSATION								
Target Bonus Amount	7	63	27.5	---	23.9	31.4	33.4	---
Target Bonus as % of Base	7	63	18	---	15	20	20	---
Target Cash Compensation	7	63	176.4	---	151.2	186.3	200.3	---
Target Total Direct Compensation (Incl LTI)	7	63	191.6	---	151.2	202.6	224.5	---
Target Total Compensation (Incl Perqs)	7	63	194.2	---	151.2	208.4	224.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	26	24.7	---	17.9	24.3	31.7	---
LTI as % of Base	5	26	15	---	11	15	19	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	63	4,045.4	---	1,356.0	2,801.0	4,045.0	---

Bonus Eligibility
99% Eligible
1% 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
41% No
59% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGF – Fossil Power Generation
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	22	165.4	---	125.7	179.0	190.2	---
Actual Bonus Amount	7	21	43.9	---	26.6	48.0	57.1	---
Actual Bonus as % of Base	7	21	25	---	19	26	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	22	203.8	---	136.7	221.3	237.9	---
Actual Total Direct Compensation (Incl LTI)	8	22	233.8	---	136.7	244.6	318.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	22	204.5	---	136.7	221.3	240.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	22	234.4	---	136.7	247.1	318.7	---
Total Compensation (Incl Perqs)	8	22	236.1	---	136.7	247.1	325.2	---
TARGET COMPENSATION								
Target Bonus Amount	7	21	37.4	---	26.1	37.4	54.4	---
Target Bonus as % of Base	7	21	21	---	20	20	25	---
Target Cash Compensation	8	22	198.1	---	136.3	218.4	234.1	---
Target Total Direct Compensation (Incl LTI)	8	22	228.1	---	136.3	244.7	313.5	---
Target Total Compensation (Incl Perqs)	8	22	229.7	---	136.3	244.7	320.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	11	50.2	---	23.3	44.2	80.1	---
LTI as % of Base	5	11	26	---	12	25	41	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	22	3,763.6	---	1,464.7	2,599.0	4,033.8	---

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
45% No
55% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGF – Fossil Power Generation
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	4	185.8	---	---	188.3	---	---
Actual Bonus Amount	4	4	43.5	---	---	38.8	---	---
Actual Bonus as % of Base	4	4	22	---	---	21	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	4	229.3	---	---	223.4	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	257.2	---	---	238.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	229.3	---	---	223.4	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	4	257.2	---	---	238.0	---	---
Total Compensation (Incl Perqs)	4	4	261.7	---	---	238.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	38.9	---	---	39.9	---	---
Target Bonus as % of Base	4	4	20	---	---	20	---	---
Target Cash Compensation	4	4	224.7	---	---	228.2	---	---
Target Total Direct Compensation (Incl LTI)	4	4	252.6	---	---	242.9	---	---
Target Total Compensation (Incl Perqs)	4	4	257.1	---	---	242.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	4	5,889.8	---	---	4,849.0	---	---

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

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

All monetary values in thousands – 2017 Accounting Value

Function : EGF – Fossil Power Generation
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	6	100.5	---	---	97.8	---	---
Actual Bonus Amount	4	6	14.9	---	---	14.8	---	---
Actual Bonus as % of Base	4	6	14	---	---	15	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	6	115.4	---	---	112.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	6	115.4	---	---	112.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	6	115.4	---	---	112.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	6	115.4	---	---	112.6	---	---
Total Compensation (Incl Perqs)	4	6	117.2	---	---	116.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	13.0	---	---	12.2	---	---
Target Bonus as % of Base	4	6	13	---	---	13	---	---
Target Cash Compensation	4	6	113.5	---	---	110.0	---	---
Target Total Direct Compensation (Incl LTI)	4	6	113.5	---	---	110.0	---	---
Target Total Compensation (Incl Perqs)	4	6	115.3	---	---	113.5	---	---
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	6	2,241.8	---	---	1,876.5	---	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	100%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	0%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGF – Fossil Power Generation
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	14	137.3	---	---	126.0	---	---
Actual Bonus Amount	4	14	23.0	---	---	21.0	---	---
Actual Bonus as % of Base	4	14	16	---	---	18	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	14	160.3	---	---	142.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	14	175.0	---	---	142.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	14	162.2	---	---	142.9	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	14	176.8	---	---	142.9	---	---
Total Compensation (Incl Perqs)	4	14	180.2	---	---	143.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	14	25.2	---	---	18.9	---	---
Target Bonus as % of Base	4	14	17	---	---	15	---	---
Target Cash Compensation	4	14	162.5	---	---	144.9	---	---
Target Total Direct Compensation (Incl LTI)	4	14	177.1	---	---	144.9	---	---
Target Total Compensation (Incl Perqs)	4	14	180.4	---	---	145.8	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	14	2,694.5	---	---	2,782.0	---	---

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
75% No
25% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGF – Fossil Power Generation
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	65	74.2	---	66.8	76.1	86.2	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	4	63	40	---	---	39	---	---
Actual Cash Compensation	6	65	77.1	---	68.1	82.2	87.5	---
Actual Total Direct Compensation (Incl LTI)	6	65	77.1	---	68.1	82.2	87.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	65	79.0	---	68.1	85.3	91.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	65	79.0	---	68.1	85.3	91.7	---
Total Compensation (Incl Perqs)	6	65	79.6	---	68.1	85.3	92.6	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	6	65	76.6	---	68.0	81.8	86.2	---
Target Total Direct Compensation (Incl LTI)	6	65	76.6	---	68.0	81.8	86.2	---
Target Total Compensation (Incl Perqs)	6	65	77.1	---	68.0	81.8	87.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	65	3,037.0	---	1,646.7	2,782.0	4,413.3	---

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
100% No
0% Yes

Hourly Rate Eligibility
33% No
67% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGF – Fossil Power Generation
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	152	101.7	---	90.4	106.1	115.2	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	6	152	106.8	---	99.7	111.9	115.7	---
Actual Total Direct Compensation (Incl LTI)	6	152	106.8	---	99.7	111.9	115.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	152	108.5	---	101.0	115.3	116.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	152	108.5	---	101.0	115.3	116.9	---
Total Compensation (Incl Perqs)	6	152	108.8	---	101.0	115.5	117.1	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	6	152	106.2	---	99.3	111.3	115.2	---
Target Total Direct Compensation (Incl LTI)	6	152	106.2	---	99.3	111.3	115.2	---
Target Total Compensation (Incl Perqs)	6	152	106.4	---	100.1	111.3	115.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	152	3,412.7	---	2,101.3	3,583.5	4,447.0	---

Bonus Eligibility

49% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
51% Not eligible

LTI Eligibility

100% No
0% Yes

Hourly Rate Eligibility

50% No
50% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGH – Hydroelectric Power Generation
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	174	105.4	---	---	100.7	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	4	41	47	---	---	45	---	---
Actual Cash Compensation	4	174	108.6	---	---	105.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	174	108.6	---	---	105.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	174	108.6	---	---	105.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	174	108.6	---	---	105.0	---	---
Total Compensation (Incl Perqs)	4	174	108.6	---	---	105.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	174	108.1	---	---	104.0	---	---
Target Total Direct Compensation (Incl LTI)	4	174	108.1	---	---	104.0	---	---
Target Total Compensation (Incl Perqs)	4	174	108.1	---	---	104.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	174	5,469.8	---	---	3,722.0	---	---

Bonus Eligibility
48% Eligible
1% 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
100% No
0% Yes

Hourly Rate Eligibility
53% No
47% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGH – Hydroelectric Power Generation
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	59	130.7	---	109.3	137.0	148.9	---
Actual Bonus Amount	5	56	21.9	---	10.4	18.8	35.1	---
Actual Bonus as % of Base	5	56	16	---	10	14	23	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	59	152.5	---	119.3	155.8	184.0	---
Actual Total Direct Compensation (Incl LTI)	5	59	155.3	---	119.3	155.0	191.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	59	152.3	---	119.3	155.0	184.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	59	155.3	---	119.3	155.0	191.5	---
Total Compensation (Incl Perqs)	5	59	155.3	---	119.3	155.0	191.5	---
TARGET COMPENSATION								
Target Bonus Amount	5	57	18.1	---	9.1	20.5	26.0	---
Target Bonus as % of Base	5	57	13	---	9	15	17	---
Target Cash Compensation	5	59	148.7	---	118.1	157.5	174.9	---
Target Total Direct Compensation (Incl LTI)	5	59	151.7	---	118.1	157.5	182.4	---
Target Total Compensation (Incl Perqs)	5	59	151.7	---	118.1	157.5	182.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	59	4,768.2	---	1,226.0	2,397.0	9,496.0	---

Bonus Eligibility	
98%	Eligible
0%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
2%	Not eligible

LTI Eligibility	
87%	No
13%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGH – Hydroelectric Power Generation
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	38	140.6	---	120.9	139.9	160.8	---
Actual Bonus Amount	4	37	27.4	---	---	23.5	---	---
Actual Bonus as % of Base	4	37	19	---	---	18	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	38	162.5	---	132.1	153.2	197.6	---
Actual Total Direct Compensation (Incl LTI)	5	38	162.5	---	132.1	153.2	197.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	38	162.7	---	132.1	153.2	198.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	38	162.7	---	132.1	153.2	198.1	---
Total Compensation (Incl Perqs)	5	38	162.8	---	132.1	153.2	198.3	---
TARGET COMPENSATION								
Target Bonus Amount	4	37	23.4	---	---	20.6	---	---
Target Bonus as % of Base	4	37	16	---	---	15	---	---
Target Cash Compensation	5	38	159.4	---	128.0	149.7	195.7	---
Target Total Direct Compensation (Incl LTI)	5	38	159.4	---	128.0	149.7	195.7	---
Target Total Compensation (Incl Perqs)	5	38	159.5	---	128.0	149.7	195.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	38	6,520.1	---	1,573.5	5,653.0	11,900.2	---

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
80% No
20% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EGH – Hydroelectric Power Generation
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	457	93.4	---	80.2	87.0	109.8	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	4	452	43	---	---	42	---	---
Actual Cash Compensation	5	457	98.0	---	83.3	87.0	118.3	---
Actual Total Direct Compensation (Incl LTI)	5	457	98.8	---	83.3	87.0	120.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	457	98.0	---	83.3	87.0	118.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	457	98.8	---	83.3	87.0	120.3	---
Total Compensation (Incl Perqs)	5	457	98.8	---	83.3	87.0	120.3	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	5	457	97.3	---	83.4	87.0	116.3	---
Target Total Direct Compensation (Incl LTI)	5	457	98.1	---	83.4	87.0	118.3	---
Target Total Compensation (Incl Perqs)	5	457	98.1	---	83.4	87.0	118.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	457	4,855.2	---	1,443.5	2,397.0	9,496.0	---

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

LTI Eligibility
93% No
7% Yes

Hourly Rate Eligibility
33% No
67% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	1222	132.9	118.6	123.8	133.5	138.8	153.8
Actual Bonus Amount	17	1099	28.3	9.4	18.1	25.2	37.6	51.4
Actual Bonus as % of Base	17	1099	21	7	13	22	29	37
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	19	1222	158.1	132.9	143.7	157.1	171.8	188.5
Actual Total Direct Compensation (Incl LTI)	19	1222	175.2	139.4	155.4	167.3	197.2	215.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	509	20.9	0.6	1.2	18.7	34.4	58.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	1222	163.2	132.9	144.9	165.0	175.6	195.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	19	1222	180.4	139.6	155.8	183.6	203.6	235.0
Total Compensation (Incl Perqs)	19	1222	182.7	144.9	155.9	184.8	207.3	235.5
TARGET COMPENSATION								
Target Bonus Amount	16	912	23.3	12.7	18.6	22.9	26.5	34.6
Target Bonus as % of Base	16	912	18	9	15	16	20	28
Target Cash Compensation	18	1024	154.1	126.0	148.3	154.3	163.0	176.2
Target Total Direct Compensation (Incl LTI)	18	1024	170.8	137.7	152.7	170.7	187.8	209.0
Target Total Compensation (Incl Perqs)	18	1024	173.3	142.9	152.7	172.0	192.6	213.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	725	25.4	12.4	19.1	20.2	30.2	49.3
LTI as % of Base	15	725	19	9	13	17	23	35
Total Perquisite Amount	12	491	4.5	0.5	0.6	3.7	6.0	15.9
SCOPE VARIABLES								
Company Revenue (millions)	19	1222	7,352.8	709.0	2,397.0	4,045.0	12,134.0	22,383.1

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
26% No
74% Yes

Hourly Rate Eligibility
94% No
6% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	384	159.8	137.6	149.6	161.1	169.1	186.3
Actual Bonus Amount	19	315	44.1	25.6	33.1	35.9	48.1	72.6
Actual Bonus as % of Base	19	315	28	17	19	24	29	42
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	20	384	201.7	168.5	186.0	197.5	212.2	241.3
Actual Total Direct Compensation (Incl LTI)	20	384	246.0	173.6	200.6	237.2	277.4	340.5
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	148	25.6	2.4	8.5	24.5	34.4	66.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	384	208.8	168.8	186.3	203.4	223.3	260.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	384	253.1	177.7	200.6	249.7	293.6	340.8
Total Compensation (Incl Perqs)	20	384	257.5	178.1	200.6	266.4	295.3	342.0
TARGET COMPENSATION								
Target Bonus Amount	18	297	35.5	24.5	25.4	33.5	40.2	48.4
Target Bonus as % of Base	18	297	22	16	18	20	25	32
Target Cash Compensation	19	366	193.0	167.0	175.1	189.5	205.6	230.4
Target Total Direct Compensation (Incl LTI)	19	366	231.3	178.7	191.0	229.6	267.5	281.9
Target Total Compensation (Incl Perqs)	19	366	235.9	178.7	191.0	233.9	269.3	281.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	297	52.1	16.5	28.5	45.3	69.3	96.6
LTI as % of Base	18	297	32	9	20	28	42	67
Total Perquisite Amount	13	197	7.5	0.4	0.6	4.6	9.3	29.7
SCOPE VARIABLES								
Company Revenue (millions)	20	384	7,401.9	733.2	2,397.5	4,155.0	11,731.2	20,067.2

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

10% No

90% 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

©2017 Willis Towers Watson. Confidential - for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	121	204.4	170.7	186.3	205.3	221.2	236.4
Actual Bonus Amount	16	109	63.8	27.2	52.1	66.7	76.9	95.7
Actual Bonus as % of Base	16	109	32	13	26	31	42	49
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	17	121	264.4	232.8	244.9	253.8	291.1	306.7
Actual Total Direct Compensation (Incl LTI)	17	121	370.4	249.7	315.7	364.6	416.7	505.9
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	37	34.3	---	9.2	31.5	50.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	121	272.1	233.2	252.4	266.6	295.3	319.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	17	121	378.1	256.9	324.2	365.1	421.9	532.1
Total Compensation (Incl Perqs)	17	121	386.0	256.9	327.0	377.8	426.8	552.1
TARGET COMPENSATION								
Target Bonus Amount	15	108	53.0	40.1	42.8	53.7	62.0	68.1
Target Bonus as % of Base	15	108	26	20	23	26	28	34
Target Cash Compensation	16	120	252.9	222.6	229.4	249.8	275.2	294.2
Target Total Direct Compensation (Incl LTI)	16	120	354.6	250.2	299.2	350.6	383.3	510.2
Target Total Compensation (Incl Perqs)	16	120	363.0	250.2	302.1	358.9	396.8	527.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	16	108	115.2	23.5	70.6	96.5	163.9	238.7
LTI as % of Base	16	108	57	10	32	50	76	128
Total Perquisite Amount	13	101	10.6	0.7	2.8	7.4	17.5	28.0
SCOPE VARIABLES								
Company Revenue (millions)	17	121	8,743.2	1,154.7	2,745.9	5,657.1	12,679.0	21,951.4

Bonus Eligibility

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

LTI Eligibility

8% No
92% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	62	252.8	215.2	225.3	232.1	266.3	376.9
Actual Bonus Amount	11	62	113.6	72.0	73.2	81.9	145.0	256.4
Actual Bonus as % of Base	11	62	46	22	31	35	58	110
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	62	366.5	288.2	303.1	341.0	428.1	502.6
Actual Total Direct Compensation (Incl LTI)	11	62	575.0	402.8	455.0	492.1	647.9	1,011.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	13	28.1	---	15.3	32.1	38.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	62	371.2	302.1	304.0	341.0	428.1	502.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	62	579.8	402.8	479.8	492.1	647.9	1,011.9
Total Compensation (Incl Perqs)	11	62	589.8	407.8	496.0	504.2	662.5	1,013.4
TARGET COMPENSATION								
Target Bonus Amount	10	61	82.9	54.3	62.5	70.6	93.7	162.6
Target Bonus as % of Base	10	61	35	25	27	30	35	71
Target Cash Compensation	10	61	320.6	269.9	287.4	309.4	360.5	393.5
Target Total Direct Compensation (Incl LTI)	10	61	490.2	388.4	435.5	462.8	546.0	658.7
Target Total Compensation (Incl Perqs)	10	61	501.2	393.2	449.8	478.2	549.7	666.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	62	208.5	94.3	134.9	167.0	219.8	544.1
LTI as % of Base	11	62	78	40	58	70	85	145
Total Perquisite Amount	9	58	12.2	---	6.5	14.6	17.6	---
SCOPE VARIABLES								
Company Revenue (millions)	11	62	10,242.5	685.2	2,943.2	5,657.1	18,370.4	26,584.2

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	9	95.6	---	---	98.7	---	---
Actual Bonus Amount	4	9	18.8	---	---	19.6	---	---
Actual Bonus as % of Base	4	9	20	---	---	20	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	9	114.4	---	---	118.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	9	119.7	---	---	124.7	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	9	114.4	---	---	118.3	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	9	119.7	---	---	124.7	---	---
Total Compensation (Incl Perqs)	4	9	120.8	---	---	125.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	9	16.4	---	---	16.0	---	---
Target Bonus as % of Base	4	9	18	---	---	18	---	---
Target Cash Compensation	4	9	112.0	---	---	115.6	---	---
Target Total Direct Compensation (Incl LTI)	4	9	117.3	---	---	121.6	---	---
Target Total Compensation (Incl Perqs)	4	9	118.4	---	---	123.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	9	10,129.5	---	---	6,505.0	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	25%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	75%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	22	116.5	---	99.9	113.8	134.1	---
Actual Bonus Amount	7	21	21.5	---	8.8	20.6	28.2	---
Actual Bonus as % of Base	7	21	18	---	8	20	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	22	135.3	---	117.9	129.3	161.7	---
Actual Total Direct Compensation (Incl LTI)	8	22	140.4	---	119.7	134.2	163.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	7	15.6	---	---	10.4	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	22	142.4	---	119.3	129.3	163.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	22	147.5	---	124.8	134.2	171.4	---
Total Compensation (Incl Perqs)	8	22	149.3	---	126.6	136.3	171.5	---
TARGET COMPENSATION								
Target Bonus Amount	7	21	20.0	---	10.6	17.9	27.2	---
Target Bonus as % of Base	7	21	17	---	11	14	20	---
Target Cash Compensation	7	21	134.8	---	116.5	123.5	158.9	---
Target Total Direct Compensation (Incl LTI)	7	21	140.7	---	118.6	133.3	163.4	---
Target Total Compensation (Incl Perqs)	7	21	142.7	---	123.5	133.3	163.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	16	11.0	---	6.9	9.8	15.8	---
LTI as % of Base	5	16	10	---	6	9	14	---
Total Perquisite Amount	4	11	3.6	---	---	2.7	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	22	7,856.5	---	1,646.1	8,059.3	11,731.2	---

Bonus Eligibility
88% Eligible
0% Eligible but payment not received for poor performance reasons
13% 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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	87	134.0	105.3	123.8	131.4	143.4	166.3
Actual Bonus Amount	14	83	33.8	10.8	17.0	25.9	35.5	94.4
Actual Bonus as % of Base	14	83	24	8	12	19	28	63
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	87	165.4	119.1	140.4	160.9	175.7	242.0
Actual Total Direct Compensation (Incl LTI)	15	87	184.5	120.6	156.9	175.7	214.0	272.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	54	15.0	---	2.8	8.8	26.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	87	171.9	120.6	144.2	161.1	182.8	269.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	87	191.0	120.6	164.1	178.2	214.0	297.8
Total Compensation (Incl Perqs)	15	87	198.2	120.6	170.1	199.1	216.2	298.1
TARGET COMPENSATION								
Target Bonus Amount	13	83	27.5	13.7	18.9	24.0	30.0	59.3
Target Bonus as % of Base	13	83	20	10	15	17	21	39
Target Cash Compensation	14	84	159.6	114.4	142.3	155.9	173.0	221.2
Target Total Direct Compensation (Incl LTI)	14	84	178.3	117.3	155.8	168.3	206.5	252.5
Target Total Compensation (Incl Perqs)	14	84	186.0	117.3	160.3	184.9	212.2	252.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	63	28.2	9.0	16.3	24.6	46.5	48.8
LTI as % of Base	12	63	21	7	10	19	31	37
Total Perquisite Amount	11	48	10.9	0.4	2.2	6.6	14.0	34.6
SCOPE VARIABLES								
Company Revenue (millions)	15	87	7,867.5	786.8	2,548.5	4,457.4	12,134.0	21,809.5

Bonus Eligibility	
93%	Eligible
1%	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	
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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	25	169.8	---	145.1	157.6	193.1	---
Actual Bonus Amount	9	25	60.1	---	32.5	44.8	84.3	---
Actual Bonus as % of Base	9	25	34	---	22	29	47	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	25	229.9	---	188.2	202.3	267.1	---
Actual Total Direct Compensation (Incl LTI)	9	25	270.0	---	210.6	231.1	330.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	13	15.9	---	8.3	19.3	22.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	25	236.5	---	198.4	208.9	275.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	25	276.6	---	213.2	239.0	338.9	---
Total Compensation (Incl Perqs)	9	25	285.3	---	224.0	260.2	343.4	---
TARGET COMPENSATION								
Target Bonus Amount	9	25	53.5	---	29.9	35.7	56.6	---
Target Bonus as % of Base	9	25	29	---	19	23	31	---
Target Cash Compensation	9	25	223.3	---	183.8	191.4	242.8	---
Target Total Direct Compensation (Incl LTI)	9	25	263.4	---	205.1	225.6	302.5	---
Target Total Compensation (Incl Perqs)	9	25	272.1	---	214.8	239.2	307.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	24	45.1	---	28.6	44.1	65.4	---
LTI as % of Base	8	24	27	---	18	25	32	---
Total Perquisite Amount	7	23	11.2	---	4.8	7.5	16.9	---
SCOPE VARIABLES								
Company Revenue (millions)	9	25	6,427.1	---	1,907.3	3,922.8	11,297.7	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	11%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	89%	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

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	10	207.7	---	---	212.7	---	---
Actual Bonus Amount	4	10	77.9	---	---	83.5	---	---
Actual Bonus as % of Base	4	10	37	---	---	37	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	10	285.6	---	---	304.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	10	370.7	---	---	387.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	10	288.0	---	---	304.1	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	10	373.1	---	---	392.5	---	---
Total Compensation (Incl Perqs)	4	10	383.3	---	---	398.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	10	62.0	---	---	66.9	---	---
Target Bonus as % of Base	4	10	30	---	---	30	---	---
Target Cash Compensation	4	10	269.7	---	---	280.2	---	---
Target Total Direct Compensation (Incl LTI)	4	10	354.8	---	---	371.2	---	---
Target Total Compensation (Incl Perqs)	4	10	365.0	---	---	381.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	10	85.1	---	---	79.2	---	---
LTI as % of Base	4	10	41	---	---	39	---	---
Total Perquisite Amount	4	10	10.2	---	---	11.0	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	10	7,365.4	---	---	7,192.1	---	---

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	92	72.0	---	65.0	72.3	78.7	---
Actual Bonus Amount	4	91	7.8	---	---	7.8	---	---
Actual Bonus as % of Base	4	91	11	---	---	12	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	5	92	78.2	---	72.9	80.8	82.2	---
Actual Total Direct Compensation (Incl LTI)	5	92	80.9	---	74.6	82.8	86.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	92	78.2	---	72.9	80.8	82.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	92	80.9	---	74.6	82.8	86.2	---
Total Compensation (Incl Perqs)	5	92	81.3	---	75.1	83.3	86.5	---
TARGET COMPENSATION								
Target Bonus Amount	4	91	7.5	---	---	7.6	---	---
Target Bonus as % of Base	4	91	11	---	---	10	---	---
Target Cash Compensation	5	92	77.9	---	72.1	80.3	82.5	---
Target Total Direct Compensation (Incl LTI)	5	92	80.6	---	75.1	82.4	85.2	---
Target Total Compensation (Incl Perqs)	5	92	81.0	---	75.6	82.4	85.7	---
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	92	4,367.1	---	1,554.0	2,548.5	8,089.5	---

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
60% No
40% Yes

Hourly Rate Eligibility
80% No
20% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	290	82.7	---	76.1	85.1	90.0	---
Actual Bonus Amount	8	217	10.4	---	7.0	9.5	12.1	---
Actual Bonus as % of Base	8	217	13	---	8	13	16	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	9	290	90.9	---	85.7	92.3	94.9	---
Actual Total Direct Compensation (Incl LTI)	9	290	93.2	---	87.7	93.5	98.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	290	90.9	---	85.7	92.3	95.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	290	93.2	---	87.7	93.5	98.5	---
Total Compensation (Incl Perqs)	9	290	94.0	---	88.0	96.2	98.8	---
TARGET COMPENSATION								
Target Bonus Amount	7	217	9.7	---	7.5	7.8	10.2	---
Target Bonus as % of Base	7	217	12	---	10	10	13	---
Target Cash Compensation	8	289	89.5	---	83.0	91.0	95.9	---
Target Total Direct Compensation (Incl LTI)	8	289	92.0	---	84.8	94.2	97.5	---
Target Total Compensation (Incl Perqs)	8	289	92.9	---	85.2	95.7	97.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	121	1.6	---	0.4	0.5	3.2	---
SCOPE VARIABLES								
Company Revenue (millions)	9	290	9,529.7	---	1,554.0	4,045.0	15,252.2	---

Bonus Eligibility	
84%	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	
67%	No
33%	Yes

Hourly Rate Eligibility	
67%	No
33%	Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	227	96.6	81.1	87.4	96.1	108.5	111.4
Actual Bonus Amount	9	181	14.9	---	8.9	14.0	16.3	---
Actual Bonus as % of Base	9	181	16	---	9	15	19	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	10	227	107.0	94.7	99.3	106.7	114.8	122.5
Actual Total Direct Compensation (Incl LTI)	10	227	110.7	94.7	99.3	113.4	119.0	124.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	227	108.4	94.7	99.3	106.8	119.3	124.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	227	112.1	94.7	99.3	113.4	119.3	136.7
Total Compensation (Incl Perqs)	10	227	113.0	95.4	99.8	113.4	123.4	136.8
TARGET COMPENSATION								
Target Bonus Amount	8	181	12.1	---	9.7	10.7	12.5	---
Target Bonus as % of Base	8	181	13	---	10	12	15	---
Target Cash Compensation	9	226	106.5	---	98.8	109.3	114.1	---
Target Total Direct Compensation (Incl LTI)	9	226	110.6	---	105.6	110.2	117.8	---
Target Total Compensation (Incl Perqs)	9	226	111.5	---	105.9	110.2	121.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	115	1.8	---	0.4	0.5	3.8	---
SCOPE VARIABLES								
Company Revenue (millions)	10	227	9,142.4	556.9	1,976.5	4,851.1	13,693.1	32,941.0

Bonus Eligibility	
80%	Eligible
3%	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	
70%	No
30%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	256	109.9	94.3	95.1	105.3	124.2	137.6
Actual Bonus Amount	11	225	17.5	6.9	12.6	20.1	21.1	28.9
Actual Bonus as % of Base	11	225	16	6	11	17	20	25
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	11	256	126.7	103.2	116.5	123.0	138.3	159.3
Actual Total Direct Compensation (Incl LTI)	11	256	135.4	104.3	122.7	124.5	156.2	179.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	256	129.6	103.2	116.5	123.0	152.0	172.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	256	138.3	104.3	122.7	124.5	173.6	189.4
Total Compensation (Incl Perqs)	11	256	139.5	104.7	122.7	124.5	175.0	194.4
TARGET COMPENSATION								
Target Bonus Amount	11	226	16.2	10.0	11.4	16.1	21.1	23.9
Target Bonus as % of Base	11	226	15	10	12	13	20	22
Target Cash Compensation	11	254	124.3	99.6	106.5	124.5	140.3	157.7
Target Total Direct Compensation (Incl LTI)	11	254	133.0	99.6	119.2	124.7	158.2	175.8
Target Total Compensation (Incl Perqs)	11	254	134.1	100.0	119.2	124.7	159.6	180.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	181	18.8	---	10.8	18.1	28.5	---
LTI as % of Base	6	181	16	---	11	17	22	---
Total Perquisite Amount	7	131	2.6	---	0.5	1.0	5.4	---
SCOPE VARIABLES								
Company Revenue (millions)	11	256	8,667.9	573.8	2,398.9	4,045.0	12,134.0	31,322.1

Bonus Eligibility	
91%	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	
45%	No
55%	Yes

Hourly Rate Eligibility	
78%	No
22%	Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : W1 – Entry (W1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	261	82.5	64.1	73.5	83.7	87.5	103.8
Actual Bonus Amount	10	251	5.5	1.7	4.4	5.8	6.6	9.1
Actual Bonus as % of Base	10	251	7	3	5	7	8	12
Hourly Rate	10	255	38	31	34	38	42	46
Actual Cash Compensation	11	261	87.3	66.4	81.6	88.4	93.4	107.0
Actual Total Direct Compensation (Incl LTI)	11	261	88.0	67.9	81.6	88.4	93.4	107.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	261	87.5	66.4	81.6	88.4	93.4	107.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	261	88.1	67.9	81.6	88.6	93.4	107.0
Total Compensation (Incl Perqs)	11	261	92.4	68.0	82.8	90.1	104.4	116.8
TARGET COMPENSATION								
Target Bonus Amount	9	177	6.2	---	5.1	6.1	7.1	---
Target Bonus as % of Base	9	177	8	---	6	7	10	---
Target Cash Compensation	10	178	89.8	76.4	80.9	90.0	97.0	107.3
Target Total Direct Compensation (Incl LTI)	10	178	90.4	76.4	81.2	90.0	97.0	107.3
Target Total Compensation (Incl Perqs)	10	178	95.2	76.9	85.6	93.5	105.2	117.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	7	54	7.7	---	0.5	3.2	6.0	---
SCOPE VARIABLES								
Company Revenue (millions)	11	261	13,203.7	2,507.8	4,045.0	10,461.5	25,049.0	33,041.6

Bonus Eligibility	
88%	Eligible
2%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
9%	Not eligible

LTI Eligibility	
82%	No
18%	Yes

Hourly Rate Eligibility	
12%	No
88%	Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential - for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	638	88.2	74.7	78.6	82.4	97.3	110.7
Actual Bonus Amount	13	631	7.4	2.5	4.5	6.9	8.8	14.4
Actual Bonus as % of Base	13	631	8	3	5	7	11	18
Hourly Rate	12	599	43	36	37	41	48	53
Actual Cash Compensation	14	638	95.1	76.3	85.2	93.9	104.3	117.3
Actual Total Direct Compensation (Incl LTI)	14	638	95.7	78.1	85.3	96.2	104.3	117.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	109	5.5	---	1.3	6.0	9.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	638	96.1	76.3	85.2	97.5	105.5	117.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	638	96.8	78.1	85.3	97.9	105.5	117.3
Total Compensation (Incl Perqs)	14	638	101.2	78.4	85.3	101.7	112.9	127.5
TARGET COMPENSATION								
Target Bonus Amount	11	371	7.2	5.4	5.8	6.6	8.2	10.1
Target Bonus as % of Base	11	371	8	6	6	7	10	12
Target Cash Compensation	12	373	96.7	79.5	88.5	94.4	102.8	120.8
Target Total Direct Compensation (Incl LTI)	12	373	97.2	79.5	89.3	95.2	102.8	120.8
Target Total Compensation (Incl Perqs)	12	373	102.5	79.9	92.4	101.2	113.2	130.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	11	197	6.7	0.4	0.5	4.9	6.0	29.5
SCOPE VARIABLES								
Company Revenue (millions)	14	638	11,376.1	1,240.0	2,690.4	8,059.3	20,040.1	30,764.0

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
92% Eligible	86% No	15% No
1% Eligible but payment not received for poor performance reasons	14% Yes	85% Yes
0% Eligible but payment not received due to insufficient time on the job		
7% Not eligible		

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production
Level : W3 – Senior (W3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	2508	98.3	70.5	87.1	93.3	115.6	128.3
Actual Bonus Amount	13	2473	8.2	2.6	4.5	8.7	12.1	13.8
Actual Bonus as % of Base	13	2473	8	3	5	7	12	15
Hourly Rate	12	2297	48	32	40	45	58	61
Actual Cash Compensation	14	2508	105.8	71.7	94.9	106.5	124.7	136.4
Actual Total Direct Compensation (Incl LTI)	14	2508	106.5	71.7	95.9	106.6	124.7	136.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	513	15.1	---	2.5	10.6	16.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	2508	107.1	71.7	94.9	106.8	127.5	137.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	2508	107.8	71.7	96.0	107.8	127.5	137.0
Total Compensation (Incl Perqs)	14	2508	111.0	71.9	96.3	108.3	136.0	139.5
TARGET COMPENSATION								
Target Bonus Amount	11	1796	8.5	6.3	6.4	8.9	9.5	11.5
Target Bonus as % of Base	11	1796	8	6	6	8	10	12
Target Cash Compensation	12	1815	108.8	72.0	99.2	106.1	121.4	139.1
Target Total Direct Compensation (Incl LTI)	12	1815	109.2	72.0	102.4	106.1	121.4	139.1
Target Total Compensation (Incl Perqs)	12	1815	112.9	72.9	102.6	107.9	134.2	141.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	10	1081	5.5	0.4	0.8	4.0	5.6	24.1
SCOPE VARIABLES								
Company Revenue (millions)	14	2508	11,311.6	937.0	2,690.4	8,059.3	19,965.5	30,764.0

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
7% Not eligible

LTI Eligibility
86% No
14% Yes

Hourly Rate Eligibility
15% No
85% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOP – Natural Resources Exploitation/Operation/Production

Level : W4 – Lead (W4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	1094	108.9	91.8	100.7	105.8	126.5	129.4
Actual Bonus Amount	11	1090	9.9	3.0	6.5	7.8	14.0	18.2
Actual Bonus as % of Base	11	1090	9	3	6	7	12	17
Hourly Rate	9	1015	53	---	48	51	60	---
Actual Cash Compensation	11	1094	118.7	96.5	108.1	117.3	129.1	141.2
Actual Total Direct Compensation (Incl LTI)	11	1094	119.9	102.5	108.1	117.3	129.1	141.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	687	14.2	---	2.8	8.3	15.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	1094	120.2	96.5	108.7	117.3	135.2	142.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	1094	121.4	102.5	108.7	118.0	135.2	142.1
Total Compensation (Incl Perqs)	11	1094	126.3	102.6	109.1	125.6	140.3	150.5
TARGET COMPENSATION								
Target Bonus Amount	10	394	8.4	5.0	6.4	7.8	10.3	12.6
Target Bonus as % of Base	10	394	8	5	6	7	10	12
Target Cash Compensation	10	394	119.0	103.6	110.3	117.2	125.8	138.4
Target Total Direct Compensation (Incl LTI)	10	394	119.6	104.0	113.0	117.2	125.8	138.4
Target Total Compensation (Incl Perqs)	10	394	125.0	104.6	116.9	120.1	140.4	149.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	9	347	6.9	---	0.7	4.5	6.3	---
SCOPE VARIABLES								
Company Revenue (millions)	11	1094	10,693.4	1,399.3	2,943.2	10,461.5	18,370.4	26,542.8

Bonus Eligibility

99% 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

82% No
18% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	201	119.0	---	113.5	118.9	128.9	---
Actual Bonus Amount	5	186	19.8	---	12.9	22.4	25.5	---
Actual Bonus as % of Base	5	186	17	---	12	18	21	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	8	201	131.4	---	119.7	130.4	140.9	---
Actual Total Direct Compensation (Incl LTI)	8	201	134.0	---	119.7	130.4	152.0	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	201	133.4	---	120.1	130.4	140.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	201	136.0	---	120.1	130.4	152.0	---
Total Compensation (Incl Perqs)	8	201	136.2	---	120.4	130.5	152.8	---
TARGET COMPENSATION								
Target Bonus Amount	5	187	15.9	---	12.3	13.2	20.8	---
Target Bonus as % of Base	5	187	14	---	11	13	17	---
Target Cash Compensation	8	201	128.9	---	120.0	129.7	132.9	---
Target Total Direct Compensation (Incl LTI)	8	201	131.5	---	120.0	130.4	143.6	---
Target Total Compensation (Incl Perqs)	8	201	131.8	---	120.3	130.5	144.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	11	3.1	---	0.2	0.4	7.4	---
SCOPE VARIABLES								
Company Revenue (millions)	8	201	12,511.7	---	1,086.9	7,363.2	26,125.6	---

Bonus Eligibility
62% 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
59% No
41% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	15	71.2	---	---	73.8	---	---
Actual Bonus Amount	4	15	9.5	---	---	8.2	---	---
Actual Bonus as % of Base	4	15	13	---	---	11	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	15	80.6	---	---	82.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	15	81.9	---	---	82.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	15	80.6	---	---	82.9	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	15	81.9	---	---	82.9	---	---
Total Compensation (Incl Perqs)	4	15	82.2	---	---	83.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	15	8.2	---	---	7.8	---	---
Target Bonus as % of Base	4	15	11	---	---	11	---	---
Target Cash Compensation	4	15	79.4	---	---	82.5	---	---
Target Total Direct Compensation (Incl LTI)	4	15	80.6	---	---	82.5	---	---
Target Total Compensation (Incl Perqs)	4	15	80.9	---	---	82.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	15	17,511.9	---	---	19,407.3	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	25%	No	93%	No
0%	Eligible but payment not received for poor performance reasons	75%	Yes	7%	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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

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

WillisTowersWatson 

Function : EOT – Transportation and Pipeline
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	94	153.5	---	133.9	155.0	163.3	---
Actual Bonus Amount	5	83	44.5	---	34.9	41.6	55.6	---
Actual Bonus as % of Base	5	83	28	---	22	28	35	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	94	181.4	---	144.3	194.7	207.5	---
Actual Total Direct Compensation (Incl LTI)	8	94	208.5	---	144.7	211.5	268.5	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	94	185.5	---	144.4	194.7	207.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	94	212.6	---	144.7	211.6	268.5	---
Total Compensation (Incl Perqs)	8	94	214.3	---	146.3	212.6	272.7	---
TARGET COMPENSATION								
Target Bonus Amount	5	83	32.5	---	30.3	32.5	34.7	---
Target Bonus as % of Base	5	83	21	---	20	20	22	---
Target Cash Compensation	8	94	173.8	---	141.2	188.9	195.9	---
Target Total Direct Compensation (Incl LTI)	8	94	201.0	---	145.8	205.3	251.0	---
Target Total Compensation (Incl Perqs)	8	94	202.7	---	147.3	206.3	255.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	82	45.0	---	20.6	25.9	78.9	---
LTI as % of Base	5	82	27	---	12	17	48	---
Total Perquisite Amount	6	48	6.5	---	0.3	3.0	10.8	---
SCOPE VARIABLES								
Company Revenue (millions)	8	94	14,194.0	---	1,141.9	12,864.5	26,488.2	---

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
38% Not eligible

LTI Eligibility
30% No
70% 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

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only This report and any data it contains may only be used by participants to support their internal human resources and management organizations Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights

Function : EOT – Transportation and Pipeline
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	28	181.9	---	156.6	177.0	203.8	---
Actual Bonus Amount	6	26	51.0	---	40.2	51.1	65.3	---
Actual Bonus as % of Base	6	26	29	---	23	30	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	28	225.6	---	208.9	226.4	234.2	---
Actual Total Direct Compensation (Incl LTI)	7	28	290.7	---	235.4	306.6	348.5	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	28	230.2	---	223.9	232.0	240.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	28	295.3	---	235.4	306.6	371.9	---
Total Compensation (Incl Perqs)	7	28	299.2	---	235.4	311.9	381.9	---
TARGET COMPENSATION								
Target Bonus Amount	6	26	41.2	---	34.3	41.1	48.2	---
Target Bonus as % of Base	6	26	24	---	20	25	25	---
Target Cash Compensation	7	28	217.2	---	195.7	215.0	229.4	---
Target Total Direct Compensation (Incl LTI)	7	28	282.3	---	235.4	304.1	335.3	---
Target Total Compensation (Incl Perqs)	7	28	286.2	---	235.4	309.3	344.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	26	77.5	---	37.7	84.0	106.0	---
LTI as % of Base	6	26	44	---	21	43	64	---
Total Perquisite Amount	5	25	5.5	---	1.7	5.2	9.5	---
SCOPE VARIABLES								
Company Revenue (millions)	7	28	17,230.9	---	4,265.0	13,224.0	26,968.0	---

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
21% No
79% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	107	86.6	---	79.3	82.3	88.1	---
Actual Bonus Amount	6	105	8.6	---	5.0	9.9	11.1	---
Actual Bonus as % of Base	6	105	10	---	6	12	13	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	7	107	94.0	---	84.7	92.3	99.9	---
Actual Total Direct Compensation (Incl LTI)	7	107	97.6	---	92.3	97.3	99.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	107	94.1	---	84.9	92.3	100.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	107	97.6	---	92.3	97.3	100.1	---
Total Compensation (Incl Perqs)	7	107	98.0	---	92.3	98.0	100.1	---
TARGET COMPENSATION								
Target Bonus Amount	5	104	8.8	---	7.3	8.6	10.4	---
Target Bonus as % of Base	5	104	11	---	9	10	13	---
Target Cash Compensation	6	106	95.0	---	87.9	92.4	101.1	---
Target Total Direct Compensation (Incl LTI)	6	106	97.8	---	93.0	96.1	102.9	---
Target Total Compensation (Incl Perqs)	6	106	98.2	---	93.4	96.5	103.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	17	7.0	---	---	6.5	---	---
LTI as % of Base	4	17	9	---	---	8	---	---
Total Perquisite Amount	4	24	0.6	---	---	0.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	107	14,641.8	---	4,721.3	12,505.0	25,049.0	---

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	
99%	No
1%	Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	176	109.8	---	93.2	102.2	135.9	---
Actual Bonus Amount	7	170	16.4	---	11.9	14.4	22.8	---
Actual Bonus as % of Base	7	170	15	---	12	14	20	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	8	176	123.9	---	108.1	116.2	145.0	---
Actual Total Direct Compensation (Incl LTI)	8	176	129.4	---	115.4	120.5	147.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	176	124.5	---	108.1	118.6	145.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	176	130.0	---	115.7	122.2	147.6	---
Total Compensation (Incl Perqs)	8	176	130.3	---	116.3	122.8	147.6	---
TARGET COMPENSATION								
Target Bonus Amount	6	171	14.4	---	10.2	13.9	18.0	---
Target Bonus as % of Base	6	171	13	---	10	14	15	---
Target Cash Compensation	7	174	126.3	---	106.8	114.9	148.4	---
Target Total Direct Compensation (Incl LTI)	7	174	131.2	---	114.0	121.0	148.4	---
Target Total Compensation (Incl Perqs)	7	174	131.5	---	114.1	122.0	148.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	28	9.3	---	6.0	9.2	11.7	---
LTI as % of Base	6	28	10	---	6	9	13	---
Total Perquisite Amount	5	38	1.8	---	0.3	0.8	3.9	---
SCOPE VARIABLES								
Company Revenue (millions)	8	176	15,874.6	---	10,476.9	12,864.5	25,037.7	---

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
13%	Not eligible

LTI Eligibility	
25%	No
75%	Yes

Hourly Rate Eligibility	
98%	No
2%	Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	97	127.3	---	114.4	125.5	134.2	---
Actual Bonus Amount	8	96	22.2	---	18.7	22.8	26.3	---
Actual Bonus as % of Base	8	96	18	---	14	18	23	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	9	97	147.1	---	140.0	148.8	159.3	---
Actual Total Direct Compensation (Incl LTI)	9	97	157.8	---	148.5	158.9	168.5	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	6	18.3	---	---	18.5	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	97	151.1	---	140.0	148.8	169.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	97	161.8	---	149.5	163.8	181.4	---
Total Compensation (Incl Perqs)	9	97	162.1	---	149.7	164.2	181.6	---
TARGET COMPENSATION								
Target Bonus Amount	7	91	20.2	---	17.7	19.8	21.4	---
Target Bonus as % of Base	7	91	16	---	15	15	19	---
Target Cash Compensation	8	92	147.5	---	136.1	148.0	155.4	---
Target Total Direct Compensation (Incl LTI)	8	92	158.3	---	154.2	157.1	163.8	---
Target Total Compensation (Incl Perqs)	8	92	158.6	---	154.7	157.7	163.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	34	18.0	---	10.0	19.8	24.8	---
LTI as % of Base	7	34	15	---	8	15	22	---
Total Perquisite Amount	4	20	0.6	---	---	0.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	97	14,578.6	---	4,493.2	12,505.0	26,008.5	---

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
31% No
69% Yes

Hourly Rate Eligibility
100% No
0% Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	27	146.0	---	135.5	146.7	157.0	---
Actual Bonus Amount	6	27	32.2	---	25.9	32.4	42.6	---
Actual Bonus as % of Base	6	27	22	---	17	22	27	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	27	178.2	---	163.1	182.4	192.9	---
Actual Total Direct Compensation (Incl LTI)	6	27	208.6	---	192.9	202.7	234.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	27	180.3	---	163.1	185.6	197.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	27	210.6	---	193.0	208.8	234.7	---
Total Compensation (Incl Perqs)	6	27	211.4	---	195.1	209.0	235.5	---
TARGET COMPENSATION								
Target Bonus Amount	5	25	31.2	---	29.1	30.2	33.8	---
Target Bonus as % of Base	5	25	21	---	19	20	23	---
Target Cash Compensation	5	25	181.5	---	175.0	176.5	190.7	---
Target Total Direct Compensation (Incl LTI)	5	25	209.9	---	197.6	206.4	223.9	---
Target Total Compensation (Incl Perqs)	5	25	210.9	---	199.0	206.7	224.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	25	33.7	---	26.4	30.4	42.5	---
LTI as % of Base	6	25	23	---	16	20	33	---
Total Perquisite Amount	4	22	1.2	---	---	0.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	27	12,791.1	---	8,958.5	12,319.5	15,941.9	---

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

6% No

94% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	58	82.6	---	74.4	79.4	92.5	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	5	58	87.1	---	75.4	89.5	97.7	---
Actual Total Direct Compensation (Incl LTI)	5	58	88.6	---	76.4	89.5	100.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	58	87.1	---	75.4	89.5	97.7	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	58	88.6	---	76.4	89.5	100.4	---
Total Compensation (Incl Perqs)	5	58	88.8	---	76.6	89.5	100.8	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	56	87.8	---	---	90.4	---	---
Target Total Direct Compensation (Incl LTI)	4	56	89.2	---	---	90.4	---	---
Target Total Compensation (Incl Perqs)	4	56	89.4	---	---	90.4	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	58	11,875.9	---	2,072.9	10,523.0	22,355.3	---

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	
40%	No
60%	Yes

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

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential - for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	161	100.4	---	85.4	101.4	110.3	---
Actual Bonus Amount	4	139	10.8	---	---	12.9	---	---
Actual Bonus as % of Base	4	139	10	---	---	12	---	---
Hourly Rate	4	99	48	---	---	45	---	---
Actual Cash Compensation	6	161	107.6	---	87.3	107.8	123.7	---
Actual Total Direct Compensation (Incl LTI)	6	161	109.2	---	90.1	107.7	128.4	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	161	110.7	---	87.3	107.7	128.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	161	112.3	---	90.1	107.7	133.1	---
Total Compensation (Incl Perqs)	6	161	112.6	---	90.2	107.7	133.7	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	159	109.6	---	94.1	106.8	126.6	---
Target Total Direct Compensation (Incl LTI)	5	159	110.9	---	94.1	106.8	129.7	---
Target Total Compensation (Incl Perqs)	5	159	111.1	---	94.2	106.8	130.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	161	9,355.7	---	3,059.0	7,622.2	15,438.5	---

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
33% Not eligible

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
33% No
67% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	19	113.1	---	99.3	116.2	125.2	---
Actual Bonus Amount	4	15	11.8	---	---	13.0	---	---
Actual Bonus as % of Base	4	15	10	---	---	10	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	5	19	122.4	---	102.0	128.7	139.6	---
Actual Total Direct Compensation (Incl LTI)	5	19	126.3	---	102.0	124.9	151.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	19	125.3	---	102.0	124.9	148.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	19	129.9	---	102.0	124.9	160.3	---
Total Compensation (Incl Perqs)	5	19	130.2	---	102.3	124.9	160.7	---
TARGET COMPENSATION								
Target Bonus Amount	4	16	11.2	---	---	11.8	---	---
Target Bonus as % of Base	4	16	9	---	---	10	---	---
Target Cash Compensation	5	19	122.0	---	100.7	127.9	140.4	---
Target Total Direct Compensation (Incl LTI)	5	19	126.7	---	100.7	127.9	152.0	---
Target Total Compensation (Incl Perqs)	5	19	126.9	---	101.0	127.9	152.3	---
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	19	5,230.3	---	1,633.9	4,721.3	9,081.0	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
73% Eligible	60% No	40% No
0% Eligible but payment not received for poor performance reasons	40% Yes	60% Yes
7% Eligible but payment not received due to insufficient time on the job		
20% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : EOT – Transportation and Pipeline
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	30	89.7	---	---	88.3	---	---
Actual Bonus Amount	4	14	5.9	---	---	5.5	---	---
Actual Bonus as % of Base	4	14	6	---	---	6	---	---
Hourly Rate	4	30	43	---	---	42	---	---
Actual Cash Compensation	4	30	94.9	---	---	95.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	30	96.2	---	---	97.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	30	94.9	---	---	95.2	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	30	96.2	---	---	97.8	---	---
Total Compensation (Incl Perqs)	4	30	96.5	---	---	97.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	14	4.3	---	---	4.2	---	---
Target Bonus as % of Base	4	14	5	---	---	5	---	---
Target Cash Compensation	4	17	92.8	---	---	92.8	---	---
Target Total Direct Compensation (Incl LTI)	4	17	94.1	---	---	95.4	---	---
Target Total Compensation (Incl Perqs)	4	17	94.4	---	---	95.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	30	14,862.2	---	---	14,657.0	---	---

Bonus Eligibility

76% Eligible
19% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
4% Not eligible

LTI Eligibility

75% No
25% 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

Function : EOT – Transportation and Pipeline
Level : W3 – Senior (W3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	46	96.4	---	---	97.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	4	46	46	---	---	46	---	---
Actual Cash Compensation	4	46	102.6	---	---	101.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	46	103.8	---	---	101.0	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	46	104.8	---	---	104.3	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	46	106.1	---	---	105.3	---	---
Total Compensation (Incl Perqs)	4	46	106.5	---	---	105.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	37	100.8	---	---	99.5	---	---
Target Total Direct Compensation (Incl LTI)	4	37	102.1	---	---	99.5	---	---
Target Total Compensation (Incl Perqs)	4	37	102.5	---	---	99.8	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	46	15,352.8	---	---	15,089.0	---	---

Bonus Eligibility	
72%	Eligible
22%	Eligible but payment not received for poor performance reasons
2%	Eligible but payment not received due to insufficient time on the job
4%	Not eligible

LTI Eligibility	
75%	No
25%	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

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

WillisTowersWatson 

Function : EOW – Well Operations
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	23	146.0	---	133.4	144.4	163.0	---
Actual Bonus Amount	5	19	23.0	---	16.0	24.3	29.5	---
Actual Bonus as % of Base	5	19	16	---	10	17	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	23	165.3	---	145.4	157.2	193.1	---
Actual Total Direct Compensation (Incl LTI)	6	23	177.5	---	149.7	167.0	214.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	8	6.1	---	---	5.9	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	23	166.1	---	145.8	155.4	196.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	23	179.1	---	151.0	167.8	219.5	---
Total Compensation (Incl Perqs)	6	23	184.4	---	151.3	168.0	228.9	---
TARGET COMPENSATION								
Target Bonus Amount	4	19	26.8	---	---	27.6	---	---
Target Bonus as % of Base	4	19	18	---	---	18	---	---
Target Cash Compensation	5	22	168.1	---	141.2	162.7	197.8	---
Target Total Direct Compensation (Incl LTI)	5	22	180.5	---	144.9	171.6	220.5	---
Target Total Compensation (Incl Perqs)	5	22	187.0	---	145.1	171.9	236.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	16	19.8	---	15.6	21.0	23.3	---
LTI as % of Base	5	16	13	---	11	13	15	---
Total Perquisite Amount	4	10	10.1	---	---	4.7	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	23	12,259.9	---	8,388.1	11,328.5	16,180.2	---

Bonus Eligibility
80% Eligible
0% Eligible but payment not received for poor performance reasons
3% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility
20% No
80% 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

©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

2017 Energy Services MMPS Compensation Survey – Canada

Position Summary Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : EOW – Well Operations

Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	36	175.3	135.0	156.5	174.8	194.9	218.3
Actual Bonus Amount	9	35	43.7	---	30.4	37.0	56.0	---
Actual Bonus as % of Base	9	35	25	---	17	23	37	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	10	36	214.6	173.0	190.9	210.7	221.1	305.5
Actual Total Direct Compensation (Incl LTI)	10	36	263.3	180.1	231.7	256.5	274.9	408.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	9	11.7	---	---	7.2	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	36	218.1	174.1	190.9	217.2	232.0	306.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	36	266.8	183.1	242.7	256.5	276.2	408.1
Total Compensation (Incl Perqs)	10	36	270.8	183.5	242.7	258.6	281.9	421.7
TARGET COMPENSATION								
Target Bonus Amount	8	28	40.0	---	32.9	36.7	46.3	---
Target Bonus as % of Base	8	28	24	---	20	20	27	---
Target Cash Compensation	9	29	212.1	---	187.9	215.5	223.2	---
Target Total Direct Compensation (Incl LTI)	9	29	258.5	---	227.8	257.5	270.5	---
Target Total Compensation (Incl Perqs)	9	29	262.8	---	230.1	261.8	276.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	30	49.8	12.3	17.4	45.1	77.4	105.6
LTI as % of Base	10	30	29	7	10	25	50	56
Total Perquisite Amount	8	29	5.2	---	1.1	5.0	6.8	---
SCOPE VARIABLES								
Company Revenue (millions)	10	36	8,369.6	1,356.3	2,341.1	7,192.1	12,406.5	23,866.5

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.