

Function : EOW – Well Operations
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	26	223.7	---	206.1	221.8	234.0	---
Actual Bonus Amount	6	25	76.3	---	54.4	66.0	106.9	---
Actual Bonus as % of Base	6	25	33	---	24	31	45	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	26	289.1	---	244.1	284.7	334.0	---
Actual Total Direct Compensation (Incl LTI)	7	26	391.0	---	292.2	389.7	510.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	26	289.5	---	244.1	284.7	334.6	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	26	391.4	---	294.2	389.7	510.2	---
Total Compensation (Incl Perqs)	7	26	398.4	---	296.6	404.0	524.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	22	60.9	---	55.2	58.5	67.8	---
Target Bonus as % of Base	5	22	27	---	25	26	29	---
Target Cash Compensation	6	23	277.4	---	250.0	279.7	302.3	---
Target Total Direct Compensation (Incl LTI)	6	23	364.3	---	267.0	369.6	465.3	---
Target Total Compensation (Incl Perqs)	6	23	371.6	---	268.8	379.3	477.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	20	121.5	---	65.7	116.3	191.4	---
LTI as % of Base	6	20	54	---	29	49	85	---
Total Perquisite Amount	6	25	8.2	---	4.5	6.4	14.3	---
SCOPE VARIABLES								
Company Revenue (millions)	7	26	10,940.1	---	3,922.8	10,523.0	13,224.0	---

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

14% No
86% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : EOW – Well Operations
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	14	90.5	---	80.6	88.6	101.2	---
Actual Bonus Amount	4	12	10.2	---	---	9.7	---	---
Actual Bonus as % of Base	4	12	11	---	---	11	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	14	98.6	---	83.1	98.7	114.1	---
Actual Total Direct Compensation (Incl LTI)	5	14	100.7	---	86.6	98.7	115.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	14	99.7	---	83.1	101.2	115.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	14	101.7	---	86.6	103.9	115.8	---
Total Compensation (Incl Perqs)	5	14	102.0	---	86.6	104.3	116.3	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	10	104.4	---	---	101.5	---	---
Target Total Direct Compensation (Incl LTI)	4	10	105.2	---	---	103.2	---	---
Target Total Compensation (Incl Perqs)	4	10	105.6	---	---	103.7	---	---
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	14	10,578.0	---	3,428.2	10,461.5	17,786.0	---

Bonus Eligibility

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

LTI Eligibility

40% No
60% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Function : EOW – Well Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	72	117.5	---	96.9	108.4	146.9	---
Actual Bonus Amount	6	57	19.6	---	13.3	23.0	24.7	---
Actual Bonus as % of Base	6	57	17	---	13	17	23	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	72	134.4	---	112.9	119.9	169.9	---
Actual Total Direct Compensation (Incl LTI)	7	72	142.0	---	119.9	136.7	169.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	72	134.6	---	113.5	119.9	169.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	72	142.2	---	119.9	136.7	169.9	---
Total Compensation (Incl Perqs)	7	72	143.6	---	119.9	137.5	170.4	---
TARGET COMPENSATION								
Target Bonus Amount	5	53	20.1	---	16.7	21.4	22.9	---
Target Bonus as % of Base	5	53	17	---	15	15	20	---
Target Cash Compensation	6	68	137.5	---	112.9	124.8	172.1	---
Target Total Direct Compensation (Incl LTI)	6	68	144.9	---	128.0	134.0	172.1	---
Target Total Compensation (Incl Perqs)	6	68	146.5	---	128.3	136.5	173.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	11	15.4	---	---	14.3	---	---
LTI as % of Base	4	11	16	---	---	15	---	---
Total Perquisite Amount	4	52	2.5	---	---	2.2	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	72	8,346.6	---	2,399.0	8,500.0	10,523.0	---

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
30% No
70% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : EOW – Well Operations
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	76	148.0	115.5	125.0	144.0	161.7	208.7
Actual Bonus Amount	8	65	45.4	---	15.1	40.2	50.6	---
Actual Bonus as % of Base	8	65	29	---	11	24	40	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	10	76	184.2	124.5	137.2	171.1	212.0	312.5
Actual Total Direct Compensation (Incl LTI)	10	76	203.9	124.5	147.9	197.8	240.3	353.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	76	184.5	124.5	137.2	171.1	213.8	312.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	76	204.2	124.5	147.9	197.8	240.3	353.5
Total Compensation (Incl Perqs)	10	76	209.3	124.8	147.9	204.0	246.8	354.0
TARGET COMPENSATION								
Target Bonus Amount	7	50	38.6	---	25.6	33.6	42.4	---
Target Bonus as % of Base	7	50	25	---	18	20	30	---
Target Cash Compensation	9	60	180.4	---	144.0	158.7	222.1	---
Target Total Direct Compensation (Incl LTI)	9	60	198.4	---	144.0	195.6	236.6	---
Target Total Compensation (Incl Perqs)	9	60	204.0	---	144.0	206.7	242.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	30	36.2	---	24.1	31.8	49.2	---
LTI as % of Base	6	30	26	---	15	23	34	---
Total Perquisite Amount	6	49	8.5	---	0.5	2.8	14.7	---
SCOPE VARIABLES								
Company Revenue (millions)	10	76	6,596.6	304.9	2,046.4	6,478.7	10,769.8	13,052.6

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

LTI Eligibility
20% No
80% Yes

Hourly Rate Eligibility
100% No
0% Yes

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

WillisTowersWatson 

Function : EOW – Well Operations
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	11	183.1	---	---	181.8	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	11	234.3	---	---	233.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	11	274.6	---	---	291.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	11	234.6	---	---	233.7	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	11	274.9	---	---	291.7	---	---
Total Compensation (Incl Perqs)	4	11	282.1	---	---	295.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	11	221.3	---	---	218.6	---	---
Target Total Direct Compensation (Incl LTI)	4	11	261.6	---	---	276.6	---	---
Target Total Compensation (Incl Perqs)	4	11	268.8	---	---	282.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	11	8,540.1	---	---	9,051.7	---	---

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

LTI Eligibility
25% No
75% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ETG – Gas Transmission
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	14	118.0	---	---	114.6	---	---
Actual Bonus Amount	4	14	21.0	---	---	19.8	---	---
Actual Bonus as % of Base	4	14	18	---	---	16	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	14	139.0	---	---	141.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	14	145.0	---	---	143.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	14	139.0	---	---	141.9	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	14	145.0	---	---	143.0	---	---
Total Compensation (Incl Perqs)	4	14	145.6	---	---	144.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	14	19.1	---	---	18.4	---	---
Target Bonus as % of Base	4	14	16	---	---	15	---	---
Target Cash Compensation	4	14	137.1	---	---	134.5	---	---
Target Total Direct Compensation (Incl LTI)	4	14	143.0	---	---	135.7	---	---
Target Total Compensation (Incl Perqs)	4	14	143.7	---	---	136.8	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	14	17,022.7	---	---	16,312.5	---	---

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
43% No
57% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ETM – Electric Transmission Construction and/or Maintenance
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	152	122.7	---	109.2	125.5	134.7	---
Actual Bonus Amount	5	136	13.6	---	7.1	16.9	18.4	---
Actual Bonus as % of Base	5	136	11	---	6	13	15	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	5	152	136.0	---	120.6	141.7	148.6	---
Actual Total Direct Compensation (Incl LTI)	5	152	136.0	---	120.6	141.7	148.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	152	136.1	---	120.6	141.7	148.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	152	136.1	---	120.6	141.7	148.9	---
Total Compensation (Incl Perqs)	5	152	136.4	---	120.6	141.7	149.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	152	12.9	---	7.9	13.5	17.7	---
Target Bonus as % of Base	5	152	11	---	7	10	15	---
Target Cash Compensation	5	152	135.6	---	121.8	138.1	148.2	---
Target Total Direct Compensation (Incl LTI)	5	152	135.6	---	121.8	138.1	148.2	---
Target Total Compensation (Incl Perqs)	5	152	135.9	---	121.8	138.1	148.9	---
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	152	4,984.3	---	492.7	4,045.0	9,945.5	---

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

LTI Eligibility	
100%	No
0%	Yes

Hourly Rate Eligibility	
99%	No
1%	Yes

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Function : ETM – Electric Transmission Construction and/or Maintenance
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	19	144.0	---	---	147.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	19	161.7	---	---	172.4	---	---
Actual Total Direct Compensation (Incl LTI)	4	19	161.7	---	---	172.4	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	19	162.0	---	---	173.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	19	162.0	---	---	173.0	---	---
Total Compensation (Incl Perqs)	4	19	162.2	---	---	173.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	19	159.3	---	---	165.6	---	---
Target Total Direct Compensation (Incl LTI)	4	19	159.3	---	---	165.6	---	---
Target Total Compensation (Incl Perqs)	4	19	159.5	---	---	166.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	19	3,341.5	---	---	2,918.0	---	---

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
100% No
0% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ETM – Electric Transmission Construction and/or Maintenance
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	93	90.0	---	75.8	86.3	106.2	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	5	93	45	---	38	42	53	---
Actual Cash Compensation	5	93	92.8	---	75.8	97.3	107.5	---
Actual Total Direct Compensation (Incl LTI)	5	93	92.8	---	75.8	97.3	107.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	93	92.8	---	75.8	97.3	107.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	93	92.8	---	75.8	97.3	107.5	---
Total Compensation (Incl Perqs)	5	93	92.9	---	75.8	97.3	107.7	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	5	93	93.3	---	75.8	99.3	107.7	---
Target Total Direct Compensation (Incl LTI)	5	93	93.3	---	75.8	99.3	107.7	---
Target Total Compensation (Incl Perqs)	5	93	93.3	---	75.8	99.3	107.9	---
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	93	3,893.3	---	899.2	1,932.0	7,868.0	---

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
100% No
0% Yes

Hourly Rate Eligibility
0% No
100% Yes

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

All monetary values in thousands – 2017 Accounting Value

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Function : ETO – Electric Transmission Operations
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	35	119.7	---	109.6	122.0	131.5	---
Actual Bonus Amount	6	34	14.1	---	6.4	16.2	19.5	---
Actual Bonus as % of Base	6	34	12	---	7	13	15	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	35	133.7	---	114.6	140.9	148.3	---
Actual Total Direct Compensation (Incl LTI)	6	35	133.7	---	114.6	140.9	148.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	35	134.3	---	114.6	140.9	149.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	35	134.3	---	114.6	140.9	149.1	---
Total Compensation (Incl Perqs)	6	35	136.6	---	114.6	145.2	153.1	---
TARGET COMPENSATION								
Target Bonus Amount	6	35	12.0	---	7.9	12.9	16.5	---
Target Bonus as % of Base	6	35	10	---	8	10	13	---
Target Cash Compensation	6	35	131.7	---	114.5	137.1	145.3	---
Target Total Direct Compensation (Incl LTI)	6	35	131.7	---	114.5	137.1	145.3	---
Target Total Compensation (Incl Perqs)	6	35	134.1	---	114.5	141.9	148.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	35	4,160.9	---	1,053.6	1,644.0	8,248.7	---

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	
100%	No
0%	Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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Function : ETO – Electric Transmission Operations

Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	56	138.4	---	130.0	142.0	153.6	---
Actual Bonus Amount	8	55	25.2	---	14.8	27.7	31.2	---
Actual Bonus as % of Base	8	55	18	---	14	19	22	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	56	160.8	---	135.1	170.8	181.6	---
Actual Total Direct Compensation (Incl LTI)	9	56	163.0	---	135.1	170.8	181.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	56	161.4	---	135.1	170.8	184.1	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	56	163.5	---	135.1	170.8	184.1	---
Total Compensation (Incl Perqs)	9	56	170.4	---	135.1	170.8	206.5	---
TARGET COMPENSATION								
Target Bonus Amount	8	55	20.1	---	11.9	21.6	23.4	---
Target Bonus as % of Base	8	55	14	---	11	15	15	---
Target Cash Compensation	9	56	156.3	---	134.5	163.3	176.6	---
Target Total Direct Compensation (Incl LTI)	9	56	158.4	---	134.5	163.3	176.6	---
Target Total Compensation (Incl Perqs)	9	56	165.3	---	134.5	163.3	197.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	56	3,620.1	---	1,285.0	1,791.0	5,298.5	---

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

89% No
11% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : ETO – Electric Transmission Operations
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	35	166.2	---	144.2	177.6	192.3	---
Actual Bonus Amount	8	34	40.0	---	14.5	41.4	65.4	---
Actual Bonus as % of Base	8	34	23	---	10	24	33	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	35	201.8	---	149.7	191.1	254.5	---
Actual Total Direct Compensation (Incl LTI)	9	35	215.9	---	149.7	191.1	276.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	35	202.1	---	149.7	191.1	256.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	35	216.2	---	149.7	191.1	276.8	---
Total Compensation (Incl Perqs)	9	35	222.3	---	149.7	191.1	299.2	---
TARGET COMPENSATION								
Target Bonus Amount	8	34	34.6	---	16.4	36.2	48.9	---
Target Bonus as % of Base	8	34	19	---	14	20	25	---
Target Cash Compensation	9	35	196.9	---	149.0	213.2	239.0	---
Target Total Direct Compensation (Incl LTI)	9	35	211.0	---	149.0	213.2	265.5	---
Target Total Compensation (Incl Perqs)	9	35	217.1	---	149.0	213.2	286.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	5	14.3	---	---	3.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	35	4,683.7	---	1,730.3	1,932.0	8,506.7	---

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	
67%	No
33%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

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

WillisTowersWatson 

Function : ETO – Electric Transmission Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	21	104.1	---	---	106.8	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	21	115.2	---	---	119.4	---	---
Actual Total Direct Compensation (Incl LTI)	4	21	115.2	---	---	119.4	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	21	115.2	---	---	119.4	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	21	115.2	---	---	119.4	---	---
Total Compensation (Incl Perqs)	4	21	115.3	---	---	119.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	21	113.1	---	---	119.5	---	---
Target Total Direct Compensation (Incl LTI)	4	21	113.1	---	---	119.5	---	---
Target Total Compensation (Incl Perqs)	4	21	113.2	---	---	119.7	---	---
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	21	2,098.8	---	---	1,568.0	---	---

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
100% No
0% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : ETO – Electric Transmission Operations
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	64	109.5	---	---	111.8	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	4	64	53	---	---	54	---	---
Actual Cash Compensation	4	64	116.2	---	---	118.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	64	116.2	---	---	118.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	64	116.2	---	---	118.8	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	64	116.2	---	---	118.8	---	---
Total Compensation (Incl Perqs)	4	64	116.4	---	---	118.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	64	115.2	---	---	117.7	---	---
Target Total Direct Compensation (Incl LTI)	4	64	115.2	---	---	117.7	---	---
Target Total Compensation (Incl Perqs)	4	64	115.3	---	---	117.7	---	---
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	64	1,890.3	---	---	2,094.0	---	---

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
0% No
100% Yes

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Function : ETO – Electric Transmission Operations
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	90	114.8	---	106.2	121.3	124.6	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	5	79	54	---	47	57	59	---
Actual Cash Compensation	6	90	120.4	---	106.2	125.4	136.0	---
Actual Total Direct Compensation (Incl LTI)	6	90	120.4	---	106.2	125.4	136.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	90	120.4	---	106.2	125.4	136.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	90	120.4	---	106.2	125.4	136.0	---
Total Compensation (Incl Perqs)	6	90	120.5	---	106.2	125.5	136.1	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	6	90	119.7	---	106.2	125.8	133.5	---
Target Total Direct Compensation (Incl LTI)	6	90	119.7	---	106.2	125.8	133.5	---
Target Total Compensation (Incl Perqs)	6	90	119.8	---	106.2	126.0	133.6	---
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	90	2,256.4	---	1,486.3	2,164.5	3,112.0	---

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
17% No
83% Yes

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Function : ETO – Electric Transmission Operations
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	199	123.5	---	113.6	128.7	131.3	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	5	122	58	---	52	61	62	---
Actual Cash Compensation	6	199	129.6	---	113.6	135.8	142.2	---
Actual Total Direct Compensation (Incl LTI)	6	199	129.6	---	113.6	135.8	142.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	199	129.6	---	113.6	135.8	142.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	199	129.6	---	113.6	135.8	142.2	---
Total Compensation (Incl Perqs)	6	199	129.7	---	113.6	135.8	142.5	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	6	199	128.6	---	113.6	134.5	140.6	---
Target Total Direct Compensation (Incl LTI)	6	199	128.6	---	113.6	134.5	140.6	---
Target Total Compensation (Incl Perqs)	6	199	128.7	---	113.6	134.5	141.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	199	4,080.0	---	1,486.3	2,366.5	6,368.5	---

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

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
24% No
76% Yes

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Function : EVM – Vegetation Management and Forestry
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	28	106.5	---	---	108.9	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	4	28	112.9	---	---	114.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	28	112.9	---	---	114.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	28	112.9	---	---	114.9	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	28	112.9	---	---	114.9	---	---
Total Compensation (Incl Perqs)	4	28	112.9	---	---	114.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	28	113.3	---	---	116.5	---	---
Target Total Direct Compensation (Incl LTI)	4	28	113.3	---	---	116.5	---	---
Target Total Compensation (Incl Perqs)	4	28	113.3	---	---	116.5	---	---
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	28	6,431.8	---	---	5,298.5	---	---

Bonus Eligibility
60% Eligible
15% 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
75% No
25% Yes

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Function : EVM – Vegetation Management and Forestry
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	9	131.3	---	---	140.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	9	147.3	---	---	158.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	9	147.3	---	---	158.7	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	9	147.9	---	---	160.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	9	147.9	---	---	160.0	---	---
Total Compensation (Incl Perqs)	4	9	159.1	---	---	161.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	9	147.2	---	---	161.2	---	---
Target Total Direct Compensation (Incl LTI)	4	9	147.2	---	---	161.2	---	---
Target Total Compensation (Incl Perqs)	4	9	158.3	---	---	163.3	---	---
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	9	3,240.1	---	---	2,918.0	---	---

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
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

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Function : EVM – Vegetation Management and Forestry
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	82	82.8	---	---	84.6	---	---
Actual Bonus Amount	1	---	---	---	---	---	---	---
Actual Bonus as % of Base	1	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	4	82	85.1	---	---	84.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	82	85.1	---	---	84.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	82	85.1	---	---	84.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	82	85.1	---	---	84.6	---	---
Total Compensation (Incl Perqs)	4	82	85.1	---	---	84.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	1	---	---	---	---	---	---	---
Target Bonus as % of Base	1	---	---	---	---	---	---	---
Target Cash Compensation	4	82	84.7	---	---	84.6	---	---
Target Total Direct Compensation (Incl LTI)	4	82	84.7	---	---	84.6	---	---
Target Total Compensation (Incl Perqs)	4	82	84.7	---	---	84.6	---	---
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	82	5,494.0	---	---	3,423.0	---	---

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
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

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

WillisTowersWatson 

Function : NPM – Nuclear Plant Maintenance
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	411	118.0	---	---	120.9	---	---
Actual Bonus Amount	0	---	---	---	---	---	---	---
Actual Bonus as % of Base	0	---	---	---	---	---	---	---
Hourly Rate	4	30	52	---	---	54	---	---
Actual Cash Compensation	4	411	118.0	---	---	120.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	411	118.0	---	---	120.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	411	118.0	---	---	120.9	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	411	118.0	---	---	120.9	---	---
Total Compensation (Incl Perqs)	4	411	118.0	---	---	120.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	0	---	---	---	---	---	---	---
Target Bonus as % of Base	0	---	---	---	---	---	---	---
Target Cash Compensation	4	411	118.0	---	---	120.9	---	---
Target Total Direct Compensation (Incl LTI)	4	411	118.0	---	---	120.9	---	---
Target Total Compensation (Incl Perqs)	4	411	118.0	---	---	120.9	---	---
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	411	2,905.6	---	---	2,680.8	---	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
0% Eligible	100% No	49% No
0% Eligible but payment not received for poor performance reasons	0% Yes	51% Yes
0% Eligible but payment not received due to insufficient time on the job		
100% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : NPM – Nuclear Plant Maintenance
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	85	139.2	---	---	144.0	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	85	154.9	---	---	152.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	85	154.4	---	---	151.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	85	154.4	---	---	151.6	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	85	154.4	---	---	151.6	---	---
Total Compensation (Incl Perqs)	4	85	154.4	---	---	151.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	85	157.0	---	---	154.3	---	---
Target Total Direct Compensation (Incl LTI)	4	85	157.0	---	---	154.3	---	---
Target Total Compensation (Incl Perqs)	4	85	157.0	---	---	154.3	---	---
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	85	2,905.6	---	---	2,680.8	---	---

Bonus Eligibility
71% Eligible
1% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
26% 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

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Function : NPO – Nuclear Plant Operations
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	105	151.5	---	---	156.4	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	105	163.1	---	---	157.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	105	163.1	---	---	157.7	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	105	163.1	---	---	157.7	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	105	163.1	---	---	157.7	---	---
Total Compensation (Incl Perqs)	4	105	163.1	---	---	157.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	105	163.7	---	---	158.0	---	---
Target Total Direct Compensation (Incl LTI)	4	105	163.7	---	---	158.0	---	---
Target Total Compensation (Incl Perqs)	4	105	163.7	---	---	158.0	---	---
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	105	2,905.6	---	---	2,680.8	---	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
48% 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					
52% Not eligible					

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : NPO – Nuclear Plant Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	304	137.2	---	---	138.5	---	---
Actual Bonus Amount	0	---	---	---	---	---	---	---
Actual Bonus as % of Base	0	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	4	304	137.2	---	---	138.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	304	137.2	---	---	138.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	304	137.2	---	---	138.5	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	304	137.2	---	---	138.5	---	---
Total Compensation (Incl Perqs)	4	304	137.2	---	---	138.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	0	---	---	---	---	---	---	---
Target Bonus as % of Base	0	---	---	---	---	---	---	---
Target Cash Compensation	4	304	137.2	---	---	138.5	---	---
Target Total Direct Compensation (Incl LTI)	4	304	137.2	---	---	138.5	---	---
Target Total Compensation (Incl Perqs)	4	304	137.2	---	---	138.5	---	---
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	304	2,905.6	---	---	2,680.8	---	---

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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Function : NPO – Nuclear Plant Operations
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	182	85.8	---	---	73.0	---	---
Actual Bonus Amount	0	---	---	---	---	---	---	---
Actual Bonus as % of Base	0	---	---	---	---	---	---	---
Hourly Rate	4	181	41	---	---	35	---	---
Actual Cash Compensation	4	182	85.8	---	---	73.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	182	85.8	---	---	73.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	182	85.8	---	---	73.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	182	85.8	---	---	73.0	---	---
Total Compensation (Incl Perqs)	4	182	85.8	---	---	73.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	0	---	---	---	---	---	---	---
Target Bonus as % of Base	0	---	---	---	---	---	---	---
Target Cash Compensation	4	182	85.8	---	---	73.0	---	---
Target Total Direct Compensation (Incl LTI)	4	182	85.8	---	---	73.0	---	---
Target Total Compensation (Incl Perqs)	4	182	85.8	---	---	73.0	---	---
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	182	2,905.6	---	---	2,680.8	---	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
0% Eligible	100% No	1% No
0% Eligible but payment not received for poor performance reasons	0% Yes	99% Yes
0% Eligible but payment not received due to insufficient time on the job		
100% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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Function : NPO – Nuclear Plant Operations
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	780	107.8	---	---	100.0	---	---
Actual Bonus Amount	0	---	---	---	---	---	---	---
Actual Bonus as % of Base	0	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	4	780	107.8	---	---	100.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	780	107.8	---	---	100.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	780	107.8	---	---	100.0	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	780	107.8	---	---	100.0	---	---
Total Compensation (Incl Perqs)	4	780	107.8	---	---	100.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	0	---	---	---	---	---	---	---
Target Bonus as % of Base	0	---	---	---	---	---	---	---
Target Cash Compensation	4	780	107.8	---	---	100.0	---	---
Target Total Direct Compensation (Incl LTI)	4	780	107.8	---	---	100.0	---	---
Target Total Compensation (Incl Perqs)	4	780	107.8	---	---	100.0	---	---
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	780	2,905.6	---	---	2,680.8	---	---

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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Function : NRS – Nuclear Plant Radiation Safety

Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	27	142.1	---	---	145.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	27	158.1	---	---	152.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	27	158.1	---	---	152.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	27	158.1	---	---	152.9	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	27	158.1	---	---	152.9	---	---
Total Compensation (Incl Perqs)	4	27	158.1	---	---	152.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	27	158.7	---	---	153.2	---	---
Target Total Direct Compensation (Incl LTI)	4	27	158.7	---	---	153.2	---	---
Target Total Compensation (Incl Perqs)	4	27	158.7	---	---	153.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	27	2,905.6	---	---	2,680.8	---	---

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	28	110	87.5	103.4	114.9	102.5	114.0	131.8	102.5	117.2	140.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Adm Svcs Generalist/MultiDisc	13	33	95.0	105.0	111.7	108.3	114.0	120.4	105.7	114.8	128.3
Clerical	4	11	---	94.0	---	---	100.0	---	---	102.0	---
Energy Technical	11	30	105.4	109.0	128.4	126.5	130.1	154.8	124.3	136.3	158.2
Documentation Mgmt											
Library/Information Svcs	9	16	86.9	93.5	112.5	93.3	107.0	124.0	91.0	107.0	129.9
Office/Location/Post and Messenger Svcs	8	14	83.6	97.3	108.5	99.5	108.6	122.8	102.4	111.7	126.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	21	97	86.3	96.3	111.9	99.6	112.9	130.2	102.0	112.0	137.2
US Dollars	5	8	86.0	103.9	139.8	94.6	117.1	146.0	93.9	117.6	148.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	16	84.9	97.0	133.7	102.5	117.1	157.0	100.1	117.8	150.8
Integrated E&P and Refining	5	23	105.0	109.1	131.9	124.2	128.6	144.8	127.3	135.4	151.5
Utility	9	47	90.3	96.3	111.9	100.6	111.9	118.4	103.2	111.9	122.3

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AAS – Administrative Services
 Level : P1 – Entry (P1)

Total Sample

		Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation			
	Cos	Cases	25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	28	68.8	77.9	78.7	72.1	81.0	85.6	72.4	80.4	85.9

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	21	132.4	143.2	154.2	154.5	164.0	185.8	144.4	173.1	197.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Technical	5	11	131.0	152.2	162.1	154.0	182.7	194.5	154.2	181.0	211.6
Documentation Mgmt											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	18	127.9	143.2	156.2	137.4	162.7	193.0	137.7	173.1	206.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	5	107.1	145.6	201.4	---	207.4	---	123.2	168.0	273.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Technical Documentation Mgmt	4	4	---	154.0	---	---	---	---	---	195.3	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	5	107.1	145.6	201.4	---	207.4	---	123.2	168.0	273.1

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	13	84	63.0	82.9	92.9	68.2	84.2	104.5	70.5	95.3	105.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Adm Svcs Generalist/MultiDisc	4	12	---	66.4	---	---	69.1	---	---	69.3	---
Energy Technical	5	23	61.3	76.0	96.7	68.1	82.9	110.2	72.6	95.3	114.4
Documentation Mgmt											
Library/Information Svcs	5	45	69.2	88.6	94.0	69.3	90.7	102.8	69.3	90.7	103.5

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	29	54.7	76.0	84.2	57.9	82.9	95.3	57.9	84.2	95.3

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	44	81.2	93.8	101.9	86.8	102.5	112.8	85.9	104.4	110.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Technical	4	11	---	93.0	---	---	103.3	---	---	105.5	---
Documentation Mgmt											
Library/Information Svcs	4	26	---	94.9	---	---	101.0	---	---	100.9	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	14	78.7	95.8	102.9	83.6	102.5	110.5	83.0	104.4	110.8

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	28	112.8	120.6	134.3	130.9	144.7	154.4	122.1	139.1	159.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Energy Technical Documentation Mgmt	4	13	---	117.2	---	---	138.4	---	---	145.4	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	14	113.3	120.6	130.1	131.5	144.7	152.7	128.2	139.1	155.9

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	10	53.2	57.5	62.6	60.8	66.0	69.5	61.2	66.0	70.2

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	29	407	45.5	50.9	53.2	47.6	53.4	58.2	47.2	54.5	58.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Adm Svcs Generalist/MultiDisc	13	52	45.0	50.1	53.4	45.3	52.8	56.2	45.9	51.6	60.0
Clerical	11	74	45.8	57.0	60.5	45.8	59.9	61.3	45.8	60.5	61.1
Energy Technical	4	18	---	51.0	---	---	---	---	---	53.7	---
Documentation Mgmt											
Library/Information Svcs	7	22	44.7	53.6	56.2	49.5	57.9	60.9	49.9	54.8	60.1
Office/Location/Post and Messenger Svcs	11	29	43.6	48.6	53.7	47.5	54.2	55.7	45.8	54.1	55.1
Reception/Switchboard	14	21	43.9	49.5	51.9	48.5	53.9	56.1	44.6	53.6	55.8
Secretarial/Administrative Assistance	17	191	41.1	48.4	54.7	42.5	54.2	59.3	42.6	54.5	60.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	22	364	45.4	50.5	53.2	45.5	53.7	58.1	45.5	53.8	58.1
US Dollars	4	20	---	52.0	---	---	54.5	---	---	56.0	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	120	45.4	47.9	53.7	49.8	54.4	59.4	47.3	53.0	58.3
Utility	11	175	47.1	50.9	53.0	47.1	53.0	55.4	47.1	53.0	55.3

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	48	2230	55.5	58.6	62.7	58.1	63.5	67.5	57.4	63.7	68.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Adm Svcs Generalist/MultiDisc	26	607	55.0	58.6	61.4	57.1	63.2	67.4	57.1	62.4	69.4
Clerical	19	574	51.5	59.5	64.6	53.8	64.2	66.4	52.8	64.1	70.4
Energy Technical	12	82	56.7	58.5	60.5	60.5	62.2	67.2	58.5	62.6	68.7
Documentation Mgmt											
Library/Information Svcs	9	67	52.9	61.2	69.1	54.1	66.1	75.5	54.7	66.2	76.2
Office/Location/Post and Messenger Svcs	6	32	52.0	55.7	57.7	55.4	60.0	62.5	56.0	61.3	62.5
Reception/Switchboard	10	13	45.2	55.4	59.1	48.7	60.0	63.4	50.7	58.6	64.6
Secretarial/Administrative Assistance	39	797	56.0	59.8	63.8	59.4	63.9	67.0	59.7	65.0	70.3
Secretarial/Executive Adm Assistance	5	56	57.8	60.5	65.2	60.1	64.8	70.7	59.9	63.5	74.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	34	1671	55.3	58.4	62.6	58.1	63.5	67.1	57.5	63.7	67.7
US Dollars	8	80	53.1	62.1	65.0	56.2	64.9	67.6	56.1	65.6	69.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	158	53.7	57.0	61.0	58.5	64.2	67.3	58.0	65.0	68.9
Integrated E&P and Refining	5	148	58.4	62.7	65.9	64.0	66.5	71.0	65.8	71.5	73.7

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Pipeline	4	307	---	58.4	---	---	63.1	---	---	64.9	---
Utility	18	1314	55.8	58.7	64.5	57.1	61.2	68.2	57.1	62.0	68.4

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	46	1607	64.5	68.1	74.3	70.4	73.6	80.8	67.9	74.3	82.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Adm Svcs Generalist/MultiDisc	21	206	60.0	68.5	74.0	61.0	73.7	79.4	60.6	73.5	80.2
Clerical	14	229	61.2	67.0	70.0	63.8	71.6	75.0	63.9	71.1	76.0
Energy Technical	15	146	67.2	71.4	77.1	73.7	78.5	86.6	75.0	78.1	87.2
Documentation Mgmt											
Library/Information Svcs	13	35	61.8	71.6	83.3	65.3	76.4	91.3	65.1	75.8	94.4
Office/Location/Post and Messenger Svcs	9	28	60.3	70.8	79.2	69.9	80.1	86.8	67.3	81.0	89.8
Sec/Adm Asst to the Chief Exec Officer	4	5	---	84.0	---	---	86.8	---	---	87.0	---
Secretarial/Administrative Assistance	37	741	65.7	68.1	74.5	70.0	73.7	81.6	70.3	75.8	82.4
Secretarial/Executive Adm Assistance	25	198	65.6	73.7	77.0	70.5	76.5	85.2	69.0	77.0	85.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	32	1302	64.4	68.1	75.3	69.8	73.5	83.2	67.6	74.2	85.8
US Dollars	8	139	61.4	72.6	75.2	69.6	75.5	80.3	63.3	75.5	81.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	215	65.0	67.5	75.1	73.1	75.0	81.3	72.6	75.6	82.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	413	69.3	72.9	76.5	76.5	80.0	83.1	77.7	80.8	87.0
Utility	18	414	62.6	70.8	75.6	69.5	73.0	83.2	66.4	73.0	84.3

All values in Canadian Dollar

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	41	673	80.7	86.2	92.8	84.2	97.0	105.8	85.1	96.5	109.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Adm Svcs Generalist/MultiDisc	13	74	73.4	83.0	87.9	78.9	88.9	97.7	78.6	86.8	102.6
Clerical	9	111	75.1	80.8	82.8	81.8	82.7	88.9	82.5	83.4	99.8
Energy Technical	11	100	82.9	87.4	102.6	89.4	96.4	109.0	92.0	96.9	109.5
Documentation Mgmt											
Library/Information Svcs	5	8	86.5	88.0	108.0	100.8	105.6	117.8	103.7	106.8	120.4
Office/Location/Post and Messenger Svcs	7	19	75.5	82.0	89.3	84.8	97.2	113.1	87.5	96.0	118.8
Sec/Adm Asst to the Chief Exec Officer	19	20	103.0	106.6	114.0	113.5	120.7	129.7	116.4	127.4	133.8
Secretarial/Administrative Assistance	18	101	73.8	83.2	90.9	82.2	93.9	101.0	79.3	92.9	106.4
Secretarial/Executive Adm Assistance	30	235	82.1	87.4	94.9	88.4	96.6	107.9	92.6	96.9	112.4

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	28	475	80.4	85.2	96.5	83.0	96.8	111.3	83.1	96.6	112.0
US Dollars	7	114	75.4	86.2	108.5	81.7	98.5	108.5	80.2	96.4	110.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	130	79.8	89.8	105.8	94.2	101.7	119.2	88.4	103.7	122.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	206	84.4	91.0	104.0	96.2	107.2	110.5	101.9	110.9	112.1
Utility	16	138	81.7	84.4	89.3	81.7	90.5	99.9	83.1	93.9	104.7

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	12	112.0	125.2	129.7	125.8	140.0	149.3	131.8	144.1	158.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Vehicle Fleet Mgmt	4	4	---	109.9	---	---	122.1	---	---	125.5	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	12	112.0	125.2	129.7	125.8	140.0	149.3	131.8	144.1	158.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AAT – Transportation Services and Administration

Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	11	138.7	148.4	157.6	159.5	178.1	183.6	162.1	174.8	193.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	9	137.0	144.4	159.1	157.6	173.3	183.8	159.2	170.8	197.1

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	6	---	140.5	---	---	161.5	---	---	164.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey ~ Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
6	6	130.0	166.7	183.0	160.3	200.1	215.6	171.4	211.0	225.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	6	130.0	166.7	183.0	160.3	200.1	215.6	171.4	211.0	225.7

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	48	67.2	80.1	89.4	75.6	84.8	100.7	76.7	85.6	99.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Vehicle Fleet Mgmt	5	27	59.9	81.8	88.7	67.5	81.8	100.7	67.6	81.8	99.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	24	62.4	77.9	94.4	71.1	86.3	105.2	71.3	89.2	104.0

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	32	86.5	91.9	105.1	93.6	101.1	118.0	93.7	107.4	121.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Trans Svcs and Adm Gnrlist/MultiDisc	5	9	77.1	86.6	100.9	84.9	97.7	118.6	84.3	96.9	125.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	20	86.6	100.2	107.4	95.2	107.4	120.8	95.4	110.6	123.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	32	111.1	118.9	133.9	119.6	136.8	140.6	122.6	139.8	150.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Aviation – Pilots	6	17	118.8	120.2	146.2	135.8	138.3	157.5	139.0	147.8	167.7
Trans Svcs and Adm	4	4	---	119.5	---	---	137.0	---	---	142.5	---
Grnt/Int/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	29	114.5	119.7	136.8	131.7	138.3	140.7	137.0	142.8	151.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	20	---	94.4	---	---	96.0	---	---	97.0	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	20	---	94.4	---	---	96.0	---	---	97.0	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	22	55.9	60.1	70.3	58.6	62.7	72.5	60.2	63.8	76.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	8	---	60.7	---	---	64.1	---	---	68.4	---

All values in Canadian Dollar
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Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	25	63.7	67.0	73.7	70.0	72.8	76.0	69.1	70.8	75.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Trans Svcs and Adm Gnrst/MultiDisc	4	14	---	65.2	---	---	72.2	---	---	70.1	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	24	63.0	67.2	75.4	70.1	73.3	76.6	69.2	71.6	77.5

All values in Canadian Dollar
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Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	5	---	79.7	---	---	90.6	---	---	96.8	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	5	---	79.7	---	---	90.6	---	---	96.8	---

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	72	97.1	122.5	143.1	92.0	121.1	142.9	99.0	129.7	146.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Security	6	46	105.1	131.3	151.5	105.2	123.1	150.8	112.7	131.3	164.3
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	57	107.1	122.5	141.6	106.1	121.1	141.2	112.8	129.7	152.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	15	30	121.0	137.6	153.6	138.8	158.2	182.2	136.6	162.7	187.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Security	14	26	120.3	139.1	153.9	135.8	164.6	182.7	133.6	166.3	191.5
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	14	29	120.9	136.3	151.8	137.9	156.8	178.8	135.2	161.5	191.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	9	24	111.6	132.5	147.2	120.6	152.4	177.6	119.5	157.4	178.7

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	10	18	129.4	156.0	185.0	133.0	169.2	230.7	143.3	169.5	234.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Security	8	8	140.4	171.2	185.6	147.0	225.0	234.2	150.4	201.6	235.8
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	16	114.9	156.0	185.6	119.1	169.2	234.2	136.5	169.5	235.8

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	43	73.7	75.7	82.7	75.1	86.6	92.2	75.5	86.1	91.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Security	9	31	71.2	74.9	84.3	75.0	80.8	92.8	75.2	78.0	90.4
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	26	70.0	78.7	85.3	74.9	86.1	94.8	75.7	82.1	93.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	28	---	78.2	---	---	83.1	---	---	82.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	15	326	92.2	97.3	111.2	96.3	110.7	128.3	97.7	109.6	128.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Continuation	4	5	---	118.6	---	---	123.9	---	---	124.2	---
Security	12	60	91.5	95.8	110.4	94.2	110.4	127.9	95.1	110.8	127.8
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	280	91.5	96.4	107.0	94.2	109.6	124.2	95.4	108.4	123.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	9	317	94.9	102.8	118.8	100.5	111.9	126.9	100.9	114.4	127.7

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AAY – Security

Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	16	48	105.2	122.8	136.0	120.9	142.2	159.8	117.4	138.8	161.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Security	16	43	105.2	122.8	136.0	120.9	142.2	159.8	117.6	141.5	161.4
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	28	105.2	120.2	132.8	120.9	141.3	146.4	117.4	136.0	159.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	10	---	147.4	---	---	162.9	---	---	163.5	---
Utility	6	26	103.7	112.8	128.0	112.3	132.4	141.5	115.7	130.7	137.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	101	63.2	73.8	100.3	63.2	80.2	104.3	63.2	81.5	110.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Security	4	72	---	67.9	---	---	71.1	---	---	71.7	---
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	40	---	81.5	---	---	88.8	---	---	95.5	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	19	51	64.0	69.0	75.5	70.7	74.7	81.9	70.3	78.0	82.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Community Affairs/Relations	6	6	63.8	71.7	89.7	68.4	79.0	91.1	65.6	82.3	106.6
Crp Affairs/Comms	6	12	63.1	70.7	73.7	60.8	72.9	79.6	66.8	73.4	80.2
Gnrlst/MultiDisc											
Regulatory Affairs and Compliance	6	18	63.9	68.7	70.3	71.1	74.7	76.3	71.5	76.7	78.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	14	43	63.9	69.5	72.4	70.4	75.3	80.3	70.0	78.0	80.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	6	62.2	64.6	74.0	---	72.3	---	68.5	72.6	81.9
Integrated E&P and Refining	4	6	---	72.2	---	---	82.0	---	---	89.6	---
Utility	5	25	59.6	71.4	85.8	62.2	77.1	87.0	63.0	78.2	86.9

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	14	31	112.1	129.1	140.9	128.8	143.0	158.0	134.5	149.9	174.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Internal/Employee Communications	4	6	---	116.9	---	---	132.8	---	---	136.3	---
Regulatory Affairs and Compliance	5	11	119.6	131.5	164.6	---	150.0	---	141.8	151.5	176.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	23	107.5	122.5	140.9	121.6	138.0	158.0	125.7	143.9	168.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	7	121.6	134.2	180.4	---	152.2	---	149.9	163.6	208.1
Utility	4	7	---	114.0	---	---	130.7	---	---	132.5	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	34	182	134.0	142.5	158.9	155.2	175.9	194.5	151.8	181.7	198.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Aboriginal Community Affairs/Relations	8	16	153.6	170.0	188.9	184.4	206.3	221.3	193.6	214.1	230.9
Community Affairs/Relations	15	26	125.6	137.2	166.3	148.1	161.2	199.6	143.9	165.9	220.6
Crp Affairs/Comms	18	35	136.3	144.8	161.2	151.8	171.8	196.3	152.6	174.7	196.7
Gnrst/MultiDisc											
Environmental Affairs and Compliance	6	9	136.8	147.8	169.8	157.3	173.8	207.0	155.6	183.8	208.0
Government Relations	8	11	139.1	155.4	166.3	165.0	184.1	198.7	168.4	181.5	214.9
Internal/Employee Communications	10	14	124.4	142.4	154.7	147.3	170.8	183.7	162.8	176.2	187.9
Investor Relations	4	6	---	145.2	---	---	177.7	---	---	171.6	---
Public Relations	7	15	119.0	147.6	155.7	142.8	169.7	186.9	147.6	156.9	197.4
Regulatory Affairs and Compliance	18	46	140.5	149.8	162.5	165.4	181.5	197.1	167.4	185.8	214.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	28	169	132.9	140.7	155.0	153.2	174.0	187.3	142.7	173.7	196.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	15	144.4	165.2	179.9	194.6	212.6	218.6	194.2	236.3	248.8

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	25	133.7	150.8	175.8	164.0	180.9	191.4	166.2	183.1	196.3
Utility	14	81	130.3	136.3	142.0	134.6	158.2	169.1	134.6	158.2	170.7

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	33	127	154.5	175.8	201.8	189.5	226.8	255.1	182.2	233.2	263.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Aboriginal Community Affairs/Relations	8	9	133.2	162.6	179.5	135.6	197.8	229.9	136.2	198.8	250.3
Community Affairs/Relations	7	8	141.8	175.0	200.6	170.1	218.8	241.7	159.8	232.6	245.0
Crp Affairs/Comms	18	32	158.9	179.9	220.1	195.3	222.1	274.2	200.2	227.0	285.4
Gnrlist/MultiDisc											
Government Relations	4	5	---	186.3	---	---	233.9	---	---	235.8	---
Investor Relations	10	11	161.7	176.2	200.5	204.7	226.7	260.7	191.4	229.5	252.2
Public Relations	8	12	152.2	165.9	190.9	170.6	201.9	246.0	167.6	211.1	253.9
Regulatory Affairs and Compliance	21	42	157.9	180.4	198.4	195.0	225.0	248.0	197.3	231.8	259.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	24	97	148.6	173.2	192.7	181.3	214.0	245.9	177.8	223.8	246.5
US Dollars	4	12	---	213.9	---	---	264.5	---	---	266.5	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	9	179.4	213.9	230.0	237.8	268.8	283.2	218.6	259.0	277.1
Integrated E&P and Refining	5	36	170.8	177.0	230.7	213.5	226.9	256.1	225.5	239.1	256.6
Utility	14	47	143.1	159.3	185.5	168.9	201.7	231.8	164.2	208.6	241.8

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	14	27	185.9	207.0	233.6	212.8	263.9	300.2	218.8	275.4	317.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Crp Affairs/Comms	9	10	183.9	202.1	238.3	209.1	231.5	307.4	211.1	258.5	321.1
Gnrlist/MultiDisc											
Regulatory Affairs and Compliance	4	6	---	192.5	---	---	236.5	---	---	253.6	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	21	177.3	202.7	221.2	202.7	248.8	278.3	211.9	262.4	299.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	7	174.6	187.9	198.6	202.5	216.0	229.5	208.6	220.0	245.4

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

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : ACA – Corporate Affairs/Communications

Level : P2 – Intermediate (P2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	34	167	74.5	80.6	84.7	79.2	89.2	95.7	78.8	90.1	97.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Aboriginal Community Affairs/Relations	8	12	75.6	82.6	99.7	77.8	92.8	102.4	77.7	92.8	104.8
Community Affairs/Relations	14	22	76.3	80.8	90.7	83.0	89.2	103.8	82.1	90.1	102.7
Crp Affairs/Comms	15	44	70.8	82.5	88.6	79.0	86.7	95.9	78.5	83.8	96.5
Gnrlst/MultiDisc											
Environmental Affairs and Compliance	5	5	68.5	77.0	85.5	76.8	85.6	92.2	77.3	86.5	95.4
Internal/Employee Communications	8	16	74.2	82.3	85.6	77.2	90.3	97.6	78.7	92.1	101.0
Investor Relations	4	5	---	78.4	---	---	---	---	---	82.4	---
Public Relations	6	16	70.4	78.3	90.0	78.0	84.4	99.6	77.6	84.2	107.8
Regulatory Affairs and Compliance	18	39	73.0	80.1	83.5	80.0	89.6	92.4	80.7	90.5	92.4

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	24	140	70.9	78.0	82.6	77.6	86.3	91.1	77.5	85.5	93.0
US Dollars	5	12	77.3	83.3	103.3	84.3	91.7	108.7	87.8	94.1	107.4

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	24	70.9	82.1	104.2	80.5	91.8	116.8	77.6	94.1	112.4

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	28	---	85.5	---	---	97.4	---	---	101.4	---
Utility	12	48	75.9	82.1	90.0	79.8	89.7	95.0	80.0	90.9	95.5

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	41	451	92.4	97.7	107.9	101.2	111.8	121.1	101.0	114.6	124.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Aboriginal Community Affairs/Relations	11	35	97.2	101.4	107.1	107.0	115.0	118.9	107.7	121.1	125.0
Community Affairs/Relations	16	102	92.0	99.5	108.1	98.6	109.1	123.0	100.0	114.8	125.1
Corporate Giving	4	6	---	101.6	---	---	115.9	---	---	117.9	---
Corp Affairs/Comms	28	118	91.5	98.6	110.3	98.1	109.6	119.6	98.0	114.9	120.6
Envrst/MultiDisc											
Environmental Affairs and Compliance	5	8	86.5	103.0	108.9	97.4	113.3	119.0	99.4	109.1	123.5
Government Relations	4	8	---	107.7	---	---	118.5	---	---	124.7	---
Internal/Employee Communications	14	54	89.9	95.4	104.4	99.3	109.5	118.6	99.9	112.8	123.3
Investor Relations	7	9	93.0	95.9	119.0	109.5	119.4	132.6	111.3	114.9	133.4
Public Relations	8	19	81.6	98.8	107.4	90.2	113.0	123.6	90.7	119.2	126.1
Regulatory Affairs and Compliance	21	82	90.7	98.4	104.7	101.0	111.9	121.3	104.4	113.6	124.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	29	328	91.2	97.7	105.0	101.2	111.0	117.9	99.0	111.3	120.7
US Dollars	5	18	91.9	99.3	124.0	99.8	112.3	132.3	100.6	117.6	130.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	36	90.0	96.6	108.9	107.6	112.3	128.0	107.8	117.6	128.6
Integrated E&P and Refining	5	62	96.1	99.7	114.9	112.3	114.7	122.8	113.0	119.9	124.8
Utility	15	214	93.6	100.8	110.4	96.4	110.6	119.6	96.8	111.1	121.4

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	36	385	112.2	120.4	128.1	127.0	138.3	147.1	126.8	139.2	150.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Aboriginal Community Affairs/Relations	12	51	125.0	129.8	134.9	142.0	148.2	154.4	139.6	151.8	174.0
Community Affairs/Relations	17	38	110.5	118.1	128.7	126.3	134.6	147.6	119.8	140.6	149.7
Crp Affairs/Comms	16	79	107.9	116.6	134.6	124.1	137.9	151.4	121.3	143.7	152.9
Gnrlist/MultiDisc											
Environmental Affairs and Compliance	6	13	89.3	112.8	153.0	100.3	130.3	179.0	102.9	133.4	182.2
Government Relations	8	16	108.4	116.8	140.8	117.8	137.4	149.7	121.2	136.8	171.8
Internal/Employee Communications	13	33	109.5	116.8	123.8	115.1	136.7	145.7	117.0	139.3	149.8
Investor Relations	7	9	116.6	120.5	132.0	135.5	147.3	156.5	122.4	154.6	161.0
Public Relations	12	26	112.5	119.5	124.0	132.2	141.8	142.7	134.0	143.1	148.7
Regulatory Affairs and Compliance	28	100	113.0	120.9	131.7	130.3	139.0	149.4	131.1	142.8	153.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	25	277	113.2	119.1	124.6	127.2	136.9	142.6	127.2	138.9	150.5
US Dollars	7	33	106.0	125.9	128.4	116.9	143.0	148.9	121.4	143.6	150.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	38	116.2	123.5	128.4	136.2	141.9	148.7	134.6	149.3	152.8
Integrated E&P and Refining	5	110	120.7	125.3	146.0	144.6	147.1	162.2	146.0	151.2	169.3
Utility	14	106	109.2	115.4	126.5	119.4	129.2	138.3	116.2	130.6	140.5

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
27	136	134.9	152.3	160.9	166.4	181.4	192.2	162.9	183.5	202.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Aboriginal Community Affairs/Relations	6	15	141.1	153.4	171.5	167.7	180.2	185.0	172.2	184.6	188.7
Community Affairs/Relations	5	14	130.2	137.9	158.0	140.2	158.5	192.7	142.6	169.5	206.8
Crp Affairs/Comms	7	14	133.0	152.3	198.8	159.6	176.2	238.6	162.9	176.2	229.0
Gnrlst/MultiDisc											
Environmental Affairs and Compliance	4	6	---	155.5	---	---	186.7	---	---	199.7	---
Government Relations	10	12	144.3	153.8	161.3	175.8	181.1	189.2	179.2	188.3	193.3
Internal/Employee Communications	4	5	---	131.2	---	---	160.0	---	---	160.0	---
Public Relations	5	11	133.0	146.7	161.7	---	185.7	---	159.8	188.9	198.7
Regulatory Affairs and Compliance	16	53	137.8	162.5	174.0	168.7	191.1	211.4	175.1	203.8	214.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	17	84	133.2	150.0	160.1	161.9	182.4	191.8	162.5	182.3	201.2
US Dollars	6	30	157.1	159.4	184.0	178.7	190.2	206.2	182.9	197.7	204.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	22	149.1	160.2	177.2	180.0	195.9	212.1	174.0	202.2	210.3

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	31	149.2	159.9	201.7	182.7	191.9	231.8	184.8	202.3	239.8
Utility	9	30	134.0	154.5	162.1	164.1	180.8	188.4	168.7	180.5	196.6

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	12	182.8	204.0	228.6	217.6	251.1	297.2	228.1	257.3	317.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Regulatory Affairs and Compliance	6	8	180.8	197.8	220.7	218.7	243.7	288.2	218.7	256.4	294.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	9	179.2	198.0	210.3	219.3	237.6	269.1	234.6	249.5	273.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	8	62.5	68.0	70.5	66.9	70.0	77.9	65.8	69.0	79.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Community Affairs/Relations	4	5	---	65.5	---	---	69.0	---	---	68.5	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	6	61.4	70.5	70.7	62.4	74.1	79.5	61.9	72.4	80.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	9	63.0	72.2	77.0	65.0	77.9	86.8	65.0	80.4	86.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	8	58.3	69.3	75.3	60.6	74.4	83.0	60.6	77.3	83.9

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	16	127.4	136.4	195.0	139.9	163.7	243.7	147.9	172.9	238.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	14	---	133.1	---	---	156.8	---	---	169.4	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	83	137.2	157.4	174.0	158.8	188.8	206.1	158.1	192.6	224.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Change Mgmt/Organizational Effectiveness	4	8	---	141.3	---	---	162.5	---	---	167.9	---
Corporate Development	9	42	143.1	156.7	159.7	167.9	188.0	191.6	171.2	189.5	209.9
Strategic Plng/Corp Dev Gnrst/MultiDisc	10	13	130.8	142.0	182.8	150.5	160.1	223.1	152.2	157.4	230.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	15	76	134.4	149.3	170.1	154.5	171.7	204.1	155.8	174.0	219.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	9	---	166.2	---	---	193.6	---	---	193.7	---
Utility	10	40	129.9	142.5	155.0	149.4	163.8	187.4	155.1	162.6	191.2

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	31	107	177.0	198.4	219.3	207.0	244.4	274.7	206.2	251.2	280.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate Development	18	60	188.8	197.9	219.4	241.9	246.8	277.6	242.4	267.1	286.2
Mergers and Acquisitions	4	6	---	194.6	---	---	243.2	---	---	268.7	---
Strategic Planning	6	18	164.2	184.3	214.0	190.8	213.9	244.6	190.4	235.8	257.0
Strategic Plng/Corp Dev	15	18	154.8	187.1	220.0	193.5	243.2	286.0	188.5	239.4	268.3
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	22	89	172.5	192.9	213.2	204.6	244.0	270.9	203.2	253.6	279.4
US Dollars	6	11	193.8	201.0	251.4	197.4	236.2	281.5	199.7	224.8	283.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	7	187.9	207.2	244.5	237.6	254.9	308.7	237.6	270.8	304.7
Integrated E&P and Refining	5	22	183.7	194.3	242.4	231.6	244.8	268.8	240.4	256.0	276.4
Utility	12	35	154.7	182.5	205.7	180.8	204.6	256.7	177.7	210.9	267.8

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	15	38	184.3	220.0	246.0	223.5	275.0	322.8	247.7	290.1	338.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate Development	6	20	214.9	228.0	246.3	267.1	280.0	330.1	272.4	301.0	329.5
Strategic Plng/Corp Dev	9	11	184.8	215.9	250.7	231.0	269.9	325.8	241.4	288.5	335.2
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	32	181.2	213.0	226.3	217.8	262.6	288.5	237.8	269.9	312.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	7	229.6	246.0	275.4	---	340.3	---	296.0	338.0	366.8
Utility	5	11	176.6	184.3	200.6	193.8	229.3	251.1	194.8	247.7	255.9

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	13	25	76.3	80.0	91.7	84.8	91.9	104.7	83.0	92.8	103.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate Development	7	12	70.6	80.9	91.0	86.7	97.4	104.8	77.9	95.3	104.0
Strategic Plng/Corp Dev	4	4	---	76.9	---	---	85.6	---	---	88.3	---
Enrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	24	75.4	79.9	87.7	84.3	91.8	102.9	82.7	91.1	101.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	14	75.5	80.4	95.4	81.2	90.4	105.5	79.7	90.5	105.6

All values in Canadian Dollar

Effective date April 01, 2017

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All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	19	99	95.5	102.4	114.7	109.3	117.7	126.3	108.1	119.5	129.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate Development	7	28	92.5	97.9	103.0	104.5	114.7	118.5	107.0	118.4	122.8
Strategic Planning	4	12	---	103.5	---	---	116.5	---	---	112.9	---
Strategic Plng/Corp Dev – NA	4	12	---	110.3	---	---	115.9	---	---	122.2	---
Disc											
Strategic Plng/Corp Dev	9	23	104.0	114.7	126.3	117.4	124.2	137.0	119.9	125.9	140.3
Grnlst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	17	93	95.3	101.5	112.5	107.4	114.7	123.3	107.5	119.5	127.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	9	61	93.7	110.2	123.0	102.2	117.7	134.7	100.3	118.4	136.1

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	26	96	118.2	133.4	146.6	132.9	148.7	170.0	140.0	152.1	178.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate Development	14	48	116.2	131.9	144.5	135.3	151.6	170.5	139.4	155.7	176.7
Strategic Planning	8	13	114.7	142.7	152.5	136.1	147.2	197.7	142.6	147.0	195.8
Strategic Plng/Corp Dev	8	11	110.5	125.5	159.1	127.1	147.3	194.6	125.1	154.3	197.7
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	16	71	113.0	128.2	140.9	132.2	147.4	159.2	140.6	147.1	168.0
US Dollars	6	14	113.2	134.5	151.2	126.6	144.2	180.2	127.6	147.3	178.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	16	126.2	142.0	178.8	133.2	169.7	216.2	141.8	170.8	237.4
Integrated E&P and Refining	4	18	---	143.2	---	---	156.6	---	---	160.2	---
Utility	8	30	118.1	128.1	140.9	128.5	147.4	160.4	130.7	146.0	163.9

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	24	97	151.1	163.9	178.8	179.7	201.2	224.0	178.4	204.6	235.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate Development	12	51	154.6	164.3	174.6	175.2	187.8	219.8	176.2	194.6	232.1
Strategic Planning	6	10	130.8	141.5	179.3	152.8	173.3	193.0	161.1	175.9	200.7
Strategic Plng/Corp Dev	8	17	161.8	176.7	197.3	203.1	224.8	241.3	210.0	242.0	253.3
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	13	60	147.4	160.0	165.9	174.1	192.4	204.0	176.3	198.0	220.5
US Dollars	5	20	141.1	168.1	198.1	149.8	186.4	238.7	149.8	191.3	233.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	19	164.1	181.6	200.4	203.2	224.8	248.6	181.6	235.9	253.9
Integrated E&P and Refining	5	21	157.0	167.7	199.0	179.7	201.2	244.6	180.7	209.1	255.7
Utility	7	11	126.3	153.6	175.7	135.1	180.5	202.1	135.0	181.4	200.2

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	34	183.2	213.7	223.5	219.8	232.4	284.4	233.1	238.8	276.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate Development	5	25	182.0	212.1	227.4	213.2	222.4	299.7	221.4	238.8	317.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	22	179.5	185.4	223.0	219.8	222.4	284.4	233.8	238.8	282.3
US Dollars	4	12	---	217.7	---	---	239.0	---	---	242.4	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : P1 – Entry (P1)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	15	60.9	65.2	77.9	60.9	75.0	87.8	60.9	76.8	87.2

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	11	120.9	135.8	151.9	134.0	155.4	176.9	137.7	162.3	177.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
DtaAnlytcs/BusIntel/DtaScience Gnrst/MultiDisc	6	11	120.9	135.8	151.9	134.0	155.4	176.9	137.7	162.3	177.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	10	118.8	131.5	141.0	130.3	151.2	161.5	132.8	158.2	167.1

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

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	14	28	136.3	154.2	160.7	161.9	183.2	192.8	164.7	185.3	206.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
DtaAnlytcs/BusIntel/DtaScience Gnrlist/MultiDisc	13	24	140.9	154.6	160.8	169.0	187.1	193.0	170.7	186.0	207.4

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	25	135.4	151.6	160.0	157.4	178.1	192.0	159.5	181.7	205.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	17	132.5	136.7	153.7	152.4	164.1	179.4	153.7	167.4	184.7

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

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

Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	14	25	147.8	181.6	201.1	172.4	222.3	251.2	172.7	233.2	272.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
DtaAnalytcs/BusIntel/DtaScience Gnrlst/MultiDisc	12	20	173.0	185.1	207.8	216.7	227.5	269.5	187.2	244.8	280.5

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	22	145.9	175.8	186.0	168.6	219.8	239.5	171.1	210.0	255.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	10	141.7	163.6	196.8	158.0	198.7	252.9	160.7	178.4	262.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

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

Level : M4 – Group Manager (M4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	11	---	201.2	---	---	246.4	---	---	264.8	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	11	---	201.2	---	---	246.4	---	---	264.8	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	41	75.7	82.5	85.0	82.7	86.1	97.2	82.5	88.6	102.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
DtaAnlytcs/BusIntel/DtaScience	9	31	78.6	82.7	93.8	80.2	93.5	107.8	80.2	93.4	111.5
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	33	77.8	83.7	85.0	85.0	86.6	97.5	85.0	89.6	103.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	10	---	83.5	---	---	91.5	---	---	93.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

Willis Towers Watson 

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

Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	77	89.4	101.3	106.1	94.8	111.0	117.7	96.5	112.9	122.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
DtaAnlytcs/BusIntel/DtaScience	19	57	88.2	101.1	108.3	93.4	111.0	118.2	96.5	112.9	122.8
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	15	64	88.2	101.3	102.9	96.2	108.9	117.3	96.5	110.9	122.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	12	93.7	106.7	118.3	105.5	121.1	133.7	108.8	122.0	135.7
Utility	10	30	90.0	101.2	104.0	93.1	111.5	116.8	92.7	111.6	120.0

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	82	111.5	122.0	131.6	126.1	140.0	150.9	133.2	144.1	157.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
DtaAnlytcs/BusIntel/DtaScience	17	64	108.8	120.0	131.6	122.2	138.0	150.9	126.2	141.5	160.2
Gnrlist/MultiDisc											
Economics	5	15	126.0	129.4	145.1	134.7	144.8	173.5	134.7	153.9	174.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	14	42	111.9	121.2	127.0	126.8	139.7	144.0	133.4	142.8	149.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	15	116.0	132.3	144.8	134.7	152.5	172.4	138.7	155.7	180.4
Integrated E&P and Refining	4	22	---	123.8	---	---	148.1	---	---	155.7	---
Utility	8	29	100.8	113.5	124.8	104.7	130.5	139.8	104.6	136.8	144.3

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	25	147.2	156.5	175.0	169.2	192.5	210.0	177.4	195.1	226.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
DtaAnlytcs/BusIntel/DtaScience Gnrlist/MultiDisc	8	21	135.3	157.9	171.4	156.7	194.1	206.8	165.8	194.4	218.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	17	147.2	153.5	160.4	169.2	184.2	195.6	177.4	193.3	195.6

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

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AEO – Business Operations Analysis

Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	23	100.5	122.0	135.6	105.0	139.8	163.2	106.1	144.2	161.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Ops Analysis Gnrst/MultiDisc	12	23	100.5	122.0	135.6	105.0	139.8	163.2	106.1	144.2	161.5

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	9	15	95.9	116.9	135.2	102.0	136.4	157.4	103.1	143.9	153.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	9	95.9	101.8	122.0	103.0	117.0	140.0	103.1	114.8	144.9

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	13	49	67.4	71.0	76.1	72.0	77.0	84.8	70.3	73.9	86.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Ops Analysis Gnrst/MultiDisc	13	49	67.4	71.0	76.1	72.0	77.0	84.8	70.3	73.9	86.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	9	32	66.0	70.6	73.5	69.9	73.7	80.9	69.7	70.6	83.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	26	65.9	70.3	77.3	68.5	72.2	81.7	69.2	70.6	79.3

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Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

Willis Towers Watson

Function : AEO – Business Operations Analysis

Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	10	23	134.6	153.2	184.2	159.3	180.2	218.2	161.0	189.4	215.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Ops Analysis	10	23	134.6	153.2	184.2	159.3	180.2	218.2	161.0	189.4	215.9
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	17	133.2	137.2	159.4	157.8	162.0	191.2	160.6	162.0	195.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	13	---	135.2	---	---	158.8	---	---	160.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	17	90	76.1	83.5	96.6	80.1	96.0	98.5	79.0	97.4	102.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Ops Analysis	17	90	76.1	83.5	96.6	80.1	96.0	98.5	79.0	97.4	102.6
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	13	72	75.9	79.5	86.9	77.6	87.5	98.0	75.9	88.9	101.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	7	85.8	88.9	97.4	94.9	97.0	107.4	95.6	101.2	108.3
Utility	7	52	75.8	79.5	95.6	75.8	87.5	98.4	75.8	88.9	97.8

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Effective date April 01, 2017
Company weighted statistics
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2017 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AEO – Business Operations Analysis
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	102	95.6	106.5	114.1	108.7	118.7	126.8	112.0	120.9	127.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Ops Analysis	21	102	95.6	106.5	114.1	108.7	118.7	126.8	112.0	120.9	127.9
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	15	61	92.8	105.0	109.2	106.2	117.6	124.3	112.0	118.7	127.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	30	90.7	104.9	118.4	103.9	118.2	139.6	107.6	122.6	150.6
Integrated E&P and Refining	4	16	---	108.9	---	---	124.5	---	---	127.3	---
Utility	7	43	102.3	108.2	127.2	112.5	121.2	127.2	114.3	124.2	127.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AEO – Business Operations Analysis

Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	18	93	116.6	122.2	129.7	132.8	141.6	147.7	135.1	144.2	153.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Ops Analysis	18	93	116.6	122.2	129.7	132.8	141.6	147.7	135.1	144.2	153.7
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	50	112.7	117.5	122.9	130.4	136.4	141.7	131.6	136.8	148.4

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	18	110.6	122.3	135.6	128.6	144.2	157.9	134.5	152.4	157.6

All values in Canadian Dollar

Effective date April 01, 2017

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AEO – Business Operations Analysis

Level : P5 – Master (P5)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	23	146.2	157.6	159.0	158.8	183.9	192.9	158.8	188.0	194.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Ops Analysis	7	23	146.2	157.6	159.0	158.8	183.9	192.9	158.8	188.0	194.4
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	6	---	151.7	---	---	178.2	---	---	180.5	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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