

2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AFB – Accounting

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
	36	233	103.0	118.8	129.5	118.2	136.7	149.8	119.1	138.7	152.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	15	46	112.3	126.1	139.3	126.4	140.8	163.4	127.0	140.8	166.5
Generalist/Multidiscipline											
Accounts Payable/Receivable	23	38	97.8	110.6	116.2	107.4	127.5	138.2	109.9	134.3	149.5
Cost Accounting	9	20	110.0	127.4	132.9	130.3	146.8	156.8	135.6	150.0	161.2
Financial Reporting	10	15	109.6	119.3	136.6	121.9	137.5	156.9	121.9	141.1	161.5
General Accounting	16	53	111.6	122.3	141.3	124.8	140.1	161.5	122.2	140.8	166.2
Joint Venture Accounting	8	20	120.4	128.3	136.8	138.3	141.6	156.8	135.1	141.5	155.3
Payroll	16	19	93.3	114.6	119.9	99.5	128.7	135.1	101.5	131.0	138.4

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	25	183	102.7	115.8	124.7	114.2	129.2	142.4	117.0	132.8	146.6
US Dollars	6	21	83.4	129.4	135.7	91.1	145.5	150.0	92.8	147.9	155.6

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)	9	76	110.7	129.1	131.6	137.1	146.6	151.7	135.5	152.0	161.4
Integrated E&P and Refining	5	33	113.0	127.4	143.0	130.7	147.6	162.6	132.5	147.6	172.3
Utility	14	68	97.4	108.8	123.1	110.3	121.0	130.5	110.6	120.7	134.7

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 : AFB – Accounting

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
	30	235	60.9	67.6	74.1	67.9	75.6	80.5	66.6	74.2	80.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	12	42	61.3	65.1	71.6	65.6	71.5	79.2	64.6	73.2	79.6
Generalist/Multidiscipline											
Accounts Payable/Receivable	11	32	63.3	65.6	78.7	70.0	76.4	87.0	68.9	74.4	86.6
Cost Accounting	10	45	57.2	66.5	75.2	62.9	73.0	83.1	63.2	75.4	84.8
Financial Reporting	5	10	64.2	70.8	86.2	70.2	74.7	96.9	70.8	74.7	97.7
General Accounting	13	63	67.4	70.1	76.4	72.9	77.5	79.2	69.7	75.7	78.5
Joint Venture Accounting	7	16	65.0	67.2	84.5	71.3	74.6	91.6	71.4	74.1	89.8
Payroll	9	19	60.4	71.4	76.8	67.8	78.5	85.4	69.8	73.7	84.7

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	22	170	60.4	66.1	72.4	67.1	71.5	80.5	65.7	73.2	78.7

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	81	60.1	66.1	71.6	69.0	72.6	82.6	68.5	73.4	78.8
Integrated E&P and Refining	5	58	69.1	71.6	79.1	77.1	80.3	86.2	76.7	81.9	88.3
Utility	6	32	57.1	71.2	85.0	61.6	72.3	87.0	61.8	72.2	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 : AFB – Accounting

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
	43	289	128.4	145.7	159.0	155.6	176.4	188.7	152.7	184.2	201.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting Generalist/Multidiscipline	26	93	134.7	144.2	163.1	155.5	179.0	200.4	153.0	188.0	206.5
Accounts Payable/Receivable	9	12	98.2	128.0	144.9	117.9	156.9	171.2	110.3	163.5	178.5
Cost Accounting	11	27	138.1	150.5	159.9	169.2	180.6	191.2	176.5	182.5	192.7
Financial Reporting	21	53	142.9	148.8	164.3	165.1	181.2	198.7	166.6	191.7	213.5
General Accounting	25	73	137.8	150.8	159.4	164.0	178.7	186.5	170.6	182.7	196.2
Joint Venture Accounting	7	9	126.5	144.2	149.3	165.2	177.2	192.5	158.8	188.9	195.7
Payroll	15	18	121.0	137.0	159.1	145.3	164.7	190.9	147.3	166.1	196.2

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	31	231	121.0	139.2	151.3	145.0	166.6	181.6	144.5	166.7	195.2
US Dollars	6	26	148.4	169.6	205.4	173.3	194.2	230.3	179.9	197.4	230.7

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)	11	63	142.5	159.8	177.1	184.5	201.7	215.6	192.4	205.4	228.6
Integrated E&P and Refining	5	61	142.5	149.9	178.7	174.5	179.5	194.4	174.3	186.5	199.0
Utility	15	111	120.4	137.7	146.5	144.4	158.6	175.8	144.5	157.0	184.2

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 : AFB – Accounting
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
	34	158	155.0	184.6	201.8	186.8	235.0	251.1	178.9	233.2	258.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting Generalist/Multidiscipline	18	56	171.7	190.6	215.5	218.5	238.7	266.4	191.7	248.1	273.7
Accounting Policy and Research	5	5	136.7	186.4	197.1	160.8	233.0	256.2	173.3	261.2	290.5
Accounts Payable/Receivable	6	6	130.5	163.2	184.1	157.3	210.0	240.3	148.8	198.9	242.1
Cost Accounting	7	10	151.5	173.0	183.0	193.9	217.3	229.5	178.5	221.4	234.7
Financial Reporting	14	26	152.7	179.0	191.3	172.8	215.3	239.1	177.0	229.9	255.4
General Accounting	14	33	148.8	180.6	194.5	182.4	237.8	254.6	177.0	226.7	245.4
Joint Venture Accounting	5	12	157.8	179.0	197.6	---	234.6	---	179.7	232.9	272.0

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	23	120	152.7	180.4	201.4	186.6	229.0	256.8	177.4	225.0	252.8
US Dollars	7	20	159.7	184.5	231.4	183.6	237.8	247.4	189.2	246.4	258.8

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	31	176.2	202.2	235.9	236.8	249.3	286.6	229.1	258.8	307.2
Integrated E&P and Refining	5	34	183.5	187.6	218.0	230.3	236.5	243.1	234.1	246.8	255.4
Utility	13	50	140.0	157.4	179.7	150.3	190.1	225.7	150.6	189.2	224.9

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 : AFB – Accounting

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	31	181.0	206.5	228.0	209.0	265.3	297.5	213.8	283.3	311.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	10	22	181.0	205.5	238.1	213.0	264.4	306.0	225.6	277.8	311.9
Generalist/Multidiscipline											
Financial Reporting	4	5	---	211.2	---	---	269.3	---	---	291.7	---

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	11	26	182.6	204.1	217.6	213.0	264.4	277.3	219.6	280.1	305.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	13	144.3	176.3	201.7	156.0	217.1	257.3	158.6	235.4	262.7

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

WillisTowersWatson 

Function : AFB – Accounting
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
	37	520	69.4	78.7	87.6	77.3	87.6	96.9	72.6	88.6	99.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	18	89	73.9	78.6	87.2	76.6	86.9	96.5	76.6	87.8	96.1
Generalist/Multidiscipline											
Accounts Payable/Receivable	14	43	71.5	79.0	91.0	83.4	90.8	96.8	79.8	90.7	97.9
Cost Accounting	16	75	69.3	76.8	85.7	79.5	87.5	92.0	79.8	87.7	97.1
Financial Reporting	10	23	71.2	78.4	87.9	78.5	83.2	97.0	78.3	83.8	100.9
General Accounting	22	154	70.6	77.6	86.2	74.0	87.2	90.9	73.2	86.0	92.6
Joint Venture Accounting	11	44	73.5	80.5	87.1	84.7	89.2	96.5	87.3	90.5	102.6
Payroll	13	41	70.1	82.8	88.7	82.2	94.4	101.4	79.5	96.0	103.8

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	25	408	69.4	78.2	85.4	77.3	87.2	95.6	71.7	87.9	96.0
US Dollars	6	51	67.6	83.1	91.1	70.8	87.8	100.4	71.9	90.3	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
Exploration & Production (E&P)	11	216	71.9	79.4	98.7	84.1	92.3	110.4	83.3	91.6	106.6
Integrated E&P and Refining	5	131	76.9	85.7	90.2	87.0	88.3	102.3	87.9	88.4	106.1
Utility	11	64	68.0	82.2	93.5	68.0	89.4	96.9	68.0	89.3	96.9

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 : AFB – Accounting
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
	42	914	84.9	94.6	103.5	93.5	105.1	116.5	92.0	104.9	117.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	18	204	86.8	96.0	104.7	94.4	106.4	125.9	94.3	107.0	126.6
Generalist/Multidiscipline											
Accounts Payable/Receivable	6	15	78.4	96.2	100.7	84.6	106.8	116.6	84.7	109.7	123.6
Cost Accounting	19	124	85.5	92.6	104.1	97.5	105.4	116.9	99.0	106.2	120.7
Financial Reporting	18	73	92.0	98.6	105.4	101.5	109.4	119.7	103.2	110.9	124.3
General Accounting	28	342	87.3	95.7	100.0	95.8	106.9	111.0	93.1	107.1	114.8
Joint Venture Accounting	17	57	86.7	100.5	113.7	100.4	116.0	125.5	102.6	110.7	125.4
Payroll	15	42	79.2	87.8	92.2	93.0	98.3	106.2	90.3	98.4	106.3

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	29	614	80.5	91.6	100.7	91.2	100.6	111.7	85.2	101.4	112.9
US Dollars	6	80	86.0	100.9	110.3	89.6	111.5	120.3	89.7	113.3	118.1

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	255	84.9	95.2	111.6	99.7	107.9	132.5	101.0	109.6	135.7
Integrated E&P and Refining	5	141	93.3	101.1	111.7	109.2	115.5	120.2	109.2	115.5	123.9
Utility	14	334	76.4	93.4	103.9	80.1	95.1	114.9	80.1	93.7	117.0

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AFB – Accounting

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
	33	742	109.1	118.7	123.3	129.3	136.5	141.9	126.3	138.0	146.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting Generalist/Multidiscipline	19	287	113.6	119.0	138.9	132.1	137.5	158.9	124.2	143.5	164.7
Accounting Policy and Research	5	10	115.0	117.3	158.3	134.7	139.2	193.1	142.1	154.9	201.4
Accounts Payable/Receivable	6	9	109.7	119.1	126.8	127.5	140.1	148.3	125.5	136.2	150.8
Cost Accounting	11	72	107.9	119.1	125.8	127.2	137.0	147.2	131.8	138.5	151.5
Financial Reporting	20	83	114.9	120.2	126.8	133.6	136.6	151.4	130.9	142.8	153.0
General Accounting	22	192	106.0	116.4	121.2	120.2	134.4	139.8	114.4	135.0	142.6
Joint Venture Accounting	12	27	112.3	121.3	135.4	128.8	145.2	154.8	127.7	146.2	160.5
Payroll	8	12	104.1	113.7	119.4	118.5	138.0	144.4	120.8	136.1	150.0

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	23	396	108.1	118.0	121.5	127.0	135.2	139.8	124.2	136.8	145.5
US Dollars	5	48	111.9	130.3	149.2	121.4	151.2	159.6	124.1	149.7	157.5

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	142	110.4	120.9	142.6	135.8	142.0	159.4	135.6	146.6	156.5
Integrated E&P and Refining	5	142	117.4	122.6	155.9	139.1	147.2	172.9	139.3	154.4	175.6
Utility	10	307	105.1	114.3	121.5	105.5	128.1	134.9	105.5	125.7	137.4

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson

Function : AFB – Accounting

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
	22	105	144.6	151.8	166.7	173.5	183.3	198.8	159.1	190.5	200.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	10	40	137.1	154.1	165.5	171.3	188.5	194.0	159.8	183.7	196.0
Generalist/Multidiscipline											
Accounting Policy and Research	5	5	135.2	151.0	159.9	153.2	168.0	182.2	154.2	173.3	183.9
Cost Accounting	10	21	131.7	151.9	161.1	158.7	181.3	188.4	162.3	188.1	199.7
Financial Reporting	6	10	148.9	185.8	201.9	177.6	208.3	255.1	180.9	220.5	271.3
General Accounting	6	19	128.7	149.8	179.0	166.0	178.7	203.8	160.2	185.4	201.3
Joint Venture Accounting	4	4	---	130.3	---	---	---	---	---	148.7	---

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	14	71	134.0	150.6	161.2	176.9	181.4	194.6	159.1	191.1	200.0
US Dollars	5	13	148.7	168.0	180.5	159.9	191.0	204.3	162.0	191.0	199.8

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)	9	30	130.2	152.8	169.1	157.6	183.9	198.4	152.8	178.3	195.5
Integrated E&P and Refining	5	19	154.1	164.0	204.0	187.8	192.4	239.6	190.4	193.5	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 

Function : AFB – Accounting
 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
	6	6	180.0	196.5	209.0	224.6	243.5	265.1	226.2	262.9	280.9

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	4	4	---	196.5	---	---	243.5	---	---	262.9	---

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 : AFB – Accounting

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
	10	74	44.9	46.5	54.2	46.0	48.5	60.4	46.2	49.0	60.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounts Payable/Receivable	9	60	44.7	46.1	54.8	46.3	48.8	61.1	46.7	49.1	60.6

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	8	72	44.4	46.0	52.1	45.6	48.4	60.3	45.8	48.6	58.1

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

Function : AFB – Accounting

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
	32	256	51.3	58.1	62.1	55.5	62.5	66.9	56.5	61.1	68.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	6	20	50.3	57.3	65.4	52.6	61.3	71.5	53.2	63.8	71.8
Generalist/Multidiscipline											
Accounts Payable/Receivable	22	131	50.5	56.7	60.2	54.6	60.7	66.0	55.6	59.9	66.8
General Accounting	6	45	47.6	57.8	64.1	51.0	62.4	68.0	51.3	64.3	67.9
Payroll	7	42	57.4	62.3	72.7	59.2	64.5	72.7	59.3	68.2	72.7

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	22	222	50.5	58.1	63.2	54.0	63.3	67.6	55.4	60.8	68.4
US Dollars	5	8	49.5	58.4	60.3	53.0	60.0	61.9	53.5	60.0	61.6

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	47	54.8	57.8	58.9	60.7	64.5	69.9	57.3	62.4	70.7
Integrated E&P and Refining	4	49	---	61.1	---	---	65.7	---	---	65.7	---
Utility	10	98	49.7	61.1	67.2	53.6	61.9	69.9	54.0	61.9	70.0

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 : AFB – Accounting
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
	31	238	63.2	68.2	72.5	67.2	73.9	78.2	68.4	74.3	78.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting Generalist/Multidiscipline	8	38	63.9	68.7	70.5	68.8	75.7	76.9	69.2	76.8	79.2
Accounts Payable/Receivable	18	112	61.2	65.8	69.3	66.1	72.4	76.0	65.6	72.8	76.6
General Accounting	8	27	61.7	63.5	72.3	65.5	67.8	81.5	65.3	67.5	81.5
Payroll	14	42	60.6	72.6	81.6	66.0	76.4	87.6	67.1	76.7	91.2

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	23	202	62.6	68.2	72.5	66.9	74.0	80.9	66.1	74.5	80.2
US Dollars	5	20	64.7	70.7	73.0	69.1	73.7	77.4	69.3	73.7	77.2

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)	8	37	64.1	68.1	71.7	73.5	75.9	78.1	72.9	76.4	77.6
Integrated E&P and Refining	4	51	---	69.0	---	---	74.6	---	---	75.4	---
Utility	9	54	66.4	72.2	78.5	69.7	74.0	85.0	69.7	74.3	86.3

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 : AFB – Accounting
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
	23	77	70.6	76.3	83.8	74.8	84.8	90.1	74.9	83.2	89.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Accounting	5	9	72.5	84.5	90.5	76.1	84.5	100.8	77.9	84.5	100.3
Generalist/Multidiscipline											
Accounts Payable/Receivable	11	33	71.8	78.7	83.8	83.7	88.3	90.8	80.0	88.9	92.0
General Accounting	5	7	70.4	82.3	83.1	73.5	82.3	89.4	72.9	82.3	89.2
Payroll	9	17	70.9	76.3	83.8	73.7	82.8	87.3	73.0	82.8	86.4

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	15	52	70.2	72.9	82.8	73.4	80.1	90.1	72.7	79.3	89.3
US Dollars	4	14	---	81.9	---	---	85.6	---	---	84.7	---

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	27	71.8	80.7	85.3	83.5	88.9	97.6	82.6	87.8	93.8
Integrated E&P and Refining	4	21	---	83.6	---	---	91.3	---	---	92.8	---
Utility	6	12	67.9	77.9	85.6	71.8	79.0	87.7	71.1	78.9	88.4

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

Willis Towers Watson 

Function : AFC – Credit and Collections
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	6	104.0	117.0	140.9	114.3	135.7	162.8	115.9	137.9	163.3

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	101.5	111.6	135.5	111.7	130.6	159.5	112.9	130.6	166.9

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 : AFC – Credit and Collections
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	25	58.3	67.8	76.0	58.8	76.5	82.8	58.9	77.4	83.4

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	24	53.2	65.7	74.5	54.2	73.6	80.6	54.5	73.1	82.3

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 : AFC – Credit and Collections
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
	7	11	96.8	154.2	174.7	121.0	197.2	209.7	111.3	197.2	214.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Credit	4	8	---	159.2	---	---	191.1	---	---	205.6	---

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	10	92.3	153.1	168.8	112.4	191.1	209.7	105.3	196.5	220.8

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 : AFC – Credit and Collections
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	136.2	167.0	170.0	173.3	200.4	213.4	157.3	184.1	212.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Credit and Collections Gnrst/MultiDisc	4	4	---	157.2	---	---	192.3	---	---	175.6	---

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	4	4	---	157.2	---	---	192.3	---	---	175.6	---

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 : AFC – Credit and Collections
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	50	70.7	74.0	84.3	73.7	82.5	96.3	73.8	83.1	97.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Credit	7	33	71.6	74.4	85.4	79.8	84.1	98.2	80.4	83.9	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	8	50	70.7	74.0	84.3	73.7	82.5	96.3	73.8	83.1	97.7

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 : AFC – Credit and Collections
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
	11	29	67.4	97.8	104.7	73.5	112.9	120.4	75.1	114.8	125.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Credit	9	27	73.7	97.8	108.5	80.7	112.9	124.3	78.6	114.8	123.6

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	8	26	67.8	93.0	103.7	73.9	107.2	119.6	72.7	110.1	124.3

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	14	---	102.2	---	---	118.9	---	---	126.1	---

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 : AFC – Credit and Collections
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
	5	8	112.0	124.5	131.7	129.9	144.7	154.5	132.3	147.7	157.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Credit	4	7	---	122.5	---	---	143.9	---	---	147.4	---

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	4	7	---	122.5	---	---	143.9	---	---	147.4	---

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 : AFC – Credit and Collections
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	8	63.1	70.2	74.6	68.2	77.2	80.1	69.9	79.1	81.2

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	6	---	71.4	---	---	78.1	---	---	79.6	---

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 : AFT – Financial Analysis and Tax
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
	21	97	62.3	68.2	72.7	69.5	73.8	78.4	67.9	73.2	78.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Financial Analysis	15	51	65.9	70.3	78.2	72.7	74.9	81.2	72.0	75.7	80.7
Tax Reporting and Compliance	5	5	67.4	73.7	88.9	73.5	79.6	90.1	73.6	79.7	90.6
Treasury Ops	8	10	60.7	68.3	73.0	66.8	74.4	79.7	68.0	75.3	81.6

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	17	82	62.3	68.0	72.5	69.5	73.8	77.8	67.9	73.2	77.6

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)	4	15	---	63.7	---	---	---	---	---	68.3	---
Utility	7	41	68.2	72.3	75.7	74.2	76.2	78.4	74.9	76.8	80.8

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 : AFT – Financial Analysis and Tax

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
	20	74	108.6	122.9	133.2	118.1	141.6	158.1	121.2	141.5	159.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Financial Analysis	12	46	113.0	127.7	137.0	125.6	141.6	158.2	129.8	144.6	159.4
Rates	4	8	---	109.9	---	---	126.5	---	---	125.8	---
Tax Reporting and Compliance	5	7	111.2	128.5	135.2	119.8	156.3	161.0	117.9	141.4	163.9
Treasury Ops	4	5	---	127.0	---	---	---	---	---	157.9	---

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	12	62	100.4	114.0	123.5	111.8	127.0	142.0	108.5	131.2	148.8
US Dollars	4	5	---	134.8	---	---	152.3	---	---	148.7	---

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	17	120.5	128.7	137.6	142.3	156.6	163.1	143.5	159.9	163.1
Utility	7	29	104.8	112.5	122.3	111.8	127.0	138.8	109.2	128.8	137.4

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 : AFT – Financial Analysis and Tax
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
	39	234	135.9	154.9	169.9	157.6	186.0	208.2	156.3	186.4	228.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate/Financial Planning	6	11	118.0	136.5	159.8	129.1	163.8	209.0	129.2	170.0	244.8
Financial Analysis	19	95	132.5	149.1	162.1	158.0	179.9	195.4	162.2	184.9	200.6
Fnc'l Analysis and Tax	12	23	139.1	146.0	191.2	157.5	171.6	223.8	156.8	173.5	233.6
Gnrlist/MultiDisc											
Insurance Risk	7	7	130.3	161.0	170.0	149.9	193.2	204.0	139.8	199.9	204.4
Joint Interest	4	7	---	180.5	---	---	222.4	---	---	245.1	---
Rates	5	7	137.6	150.0	157.3	159.6	176.2	180.9	164.9	180.2	184.1
Tax Reporting and Compliance	16	42	133.0	164.2	174.0	157.9	196.2	211.9	148.1	200.4	218.3
Treasury Ops	15	20	131.0	169.0	172.0	151.8	203.1	215.0	154.3	211.3	229.9

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	28	196	129.0	151.8	167.1	148.1	179.9	205.9	147.0	177.1	214.4
US Dollars	6	19	134.3	155.2	198.8	151.6	186.5	210.8	154.9	192.7	210.7

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	28	165.7	172.6	194.2	207.4	218.5	239.3	207.6	234.1	252.6
Integrated E&P and Refining	5	42	146.6	156.9	184.9	175.8	188.3	206.0	178.4	198.4	206.0
Utility	16	91	123.4	133.8	147.5	127.1	158.1	164.5	127.0	157.1	169.2

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 : AFT – Financial Analysis and Tax
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
	34	180	155.9	184.8	206.5	185.7	233.9	257.4	184.2	241.9	264.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Corporate/Financial Planning	5	11	123.0	137.3	170.8	127.6	164.7	229.1	127.2	175.5	233.0
Financial Analysis	15	61	153.0	185.7	201.1	184.1	234.1	256.9	174.2	244.7	280.5
FncI Analysis and Tax	18	30	157.8	182.2	197.5	180.0	226.5	254.1	182.7	241.4	254.6
GnrIst/MultiDisc											
Insurance Risk	4	4	---	158.2	---	---	189.8	---	---	194.4	---
Joint Interest	4	6	---	207.4	---	---	265.7	---	---	276.0	---
Tax Planning and Research	4	4	---	235.3	---	---	285.1	---	---	299.8	---
Tax Reporting and Compliance	17	33	171.8	186.1	211.7	221.8	241.1	279.2	209.2	243.6	296.1
Treasury Ops	11	19	127.8	177.4	200.3	168.3	220.5	244.6	148.6	235.1	246.4

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	25	144	155.7	183.0	198.4	186.7	230.7	255.6	182.5	234.7	263.6
US Dollars	5	13	144.9	205.8	238.6	161.6	255.4	276.5	172.7	255.4	281.4

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)	7	30	175.5	205.8	221.9	247.6	276.4	296.1	251.2	263.8	333.6
Integrated E&P and Refining	5	45	183.9	185.0	221.3	230.7	233.9	246.1	238.6	244.7	252.2
Utility	14	53	131.6	166.1	185.9	140.8	195.3	236.0	140.8	201.0	234.6

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 : AFT – Financial Analysis and Tax
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	39	195.1	212.0	246.8	244.4	273.1	321.2	229.7	280.7	325.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Financial Analysis	8	13	148.3	196.5	224.8	156.0	255.7	291.2	185.8	259.3	300.4
Tax Reporting and Compliance	5	8	193.4	210.8	231.5	---	266.9	---	235.3	261.3	326.6
Treasury Ops	8	9	183.5	207.2	223.3	244.5	272.3	283.9	221.2	269.0	328.5

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	33	182.7	203.4	220.6	243.8	264.0	284.2	222.3	266.0	303.3

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	14	---	221.2	---	---	286.4	---	---	283.6	---
Utility	5	9	161.4	203.1	261.2	198.0	244.5	347.0	195.5	264.9	383.1

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 : AFT – Financial Analysis and Tax
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
	36	236	74.1	79.1	88.5	77.1	88.8	99.7	76.8	90.8	99.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Financial Analysis	24	125	74.0	79.4	90.8	78.5	87.1	102.0	77.2	88.1	102.8
Fncl Analysis and Tax	10	28	71.2	80.3	102.5	79.4	84.4	111.1	79.8	83.3	111.5
Gnrlist/MultiDisc											
Insurance Risk	4	6	---	79.6	---	---	85.9	---	---	82.6	---
Joint Interest	6	7	79.1	86.5	100.0	89.7	99.5	115.0	91.1	102.3	119.8
Tax Reporting and Compliance	13	23	72.7	78.9	89.3	79.4	90.9	101.4	78.8	86.5	103.9
Treasury Ops	12	28	72.9	79.7	85.7	83.8	90.8	96.3	79.7	92.9	98.6

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	24	199	72.9	77.6	86.7	74.8	87.6	95.5	76.3	89.1	95.8
US Dollars	6	18	74.7	79.2	86.4	75.9	87.2	95.3	76.9	89.9	95.0

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)	9	36	74.6	80.0	90.3	86.8	91.5	105.4	80.6	93.6	106.0
Integrated E&P and Refining	5	75	76.9	78.5	92.1	82.5	88.7	104.9	83.1	88.3	107.3
Utility	11	60	68.8	80.3	93.6	70.9	88.8	100.8	72.5	90.7	99.0

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 : AFT – Financial Analysis and Tax
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
40	649	90.0	93.9	104.1	94.5	106.9	117.7	94.6	109.7	118.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Budget Analysis	5	46	88.7	91.7	98.5	97.0	103.1	108.4	94.7	106.3	111.1
Corporate/Financial Planning	5	9	89.6	97.5	114.5	100.7	115.0	143.5	107.1	129.9	157.3
Financial Analysis	30	340	89.3	94.0	105.7	94.8	105.3	120.4	95.8	104.5	123.2
Fnc'l Analysis and Tax	11	86	94.0	99.9	106.3	97.7	113.4	122.7	96.1	114.5	125.0
Gnrst/MultiDisc											
Insurance Risk	8	8	85.3	93.8	101.7	98.1	104.9	114.4	101.2	103.2	115.7
Rates	5	13	77.2	81.3	102.3	80.3	89.4	107.8	77.9	91.3	108.7
Tax Reporting and Compliance	24	72	89.9	99.2	112.1	107.7	112.6	123.3	102.1	112.9	122.7
Treasury Ops	25	50	84.6	91.8	102.2	98.4	102.6	122.3	96.2	105.1	123.3

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	27	487	88.4	92.0	100.7	93.3	105.3	110.9	91.7	107.0	111.8
US Dollars	6	55	92.0	103.0	114.0	100.9	114.9	123.6	101.6	116.8	121.2

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)	11	71	90.1	93.5	112.9	104.8	112.3	141.4	105.6	113.5	141.5
Integrated E&P and Refining	5	138	92.7	101.9	116.4	108.4	117.2	124.7	108.0	121.9	126.6
Utility	16	281	87.3	95.5	102.7	90.5	102.5	113.7	90.6	103.2	117.2

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 : AFT – Financial Analysis and Tax
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
	40	501	113.2	121.0	127.2	126.5	138.5	147.5	126.9	137.1	151.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Budget Analysis	6	25	106.1	117.3	125.0	118.1	131.6	147.7	122.5	137.3	153.5
Corporate/Financial Planning	8	12	116.5	126.3	145.5	143.2	148.3	166.8	140.9	149.5	170.8
Financial Analysis	27	228	111.5	120.8	133.2	130.4	139.7	152.1	131.9	141.8	155.8
Fnci Analysis and Tax	12	52	109.7	121.2	147.0	113.2	143.6	170.5	111.4	151.9	170.6
Gnrst/MultiDisc											
Insurance Risk	7	9	93.4	113.9	126.1	101.2	132.7	136.7	101.2	128.3	137.4
Joint Interest	4	7	---	120.9	---	---	142.6	---	---	148.2	---
Rates	5	13	112.2	114.7	121.3	119.3	131.9	138.4	120.2	125.9	140.1
Tax Planning and Research	4	20	---	140.6	---	---	157.6	---	---	162.7	---
Tax Reporting and Compliance	27	87	113.2	122.9	133.9	130.1	142.4	152.5	127.1	145.0	154.6
Treasury Ops	18	45	107.6	120.1	128.7	121.8	137.0	145.3	117.5	137.3	153.2

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	26	326	113.0	119.2	123.2	126.3	135.6	142.8	124.9	134.3	148.6
US Dollars	7	49	112.3	127.2	128.8	125.1	145.4	149.4	127.1	140.9	150.7

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)	11	68	120.8	128.2	155.4	146.1	148.7	171.4	145.4	150.7	169.8
Integrated E&P and Refining	5	150	119.9	126.3	153.9	142.0	151.6	170.5	142.2	159.7	174.1
Utility	13	162	109.2	118.3	124.3	121.2	128.1	137.4	121.5	130.5	136.5

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 : AFT – Financial Analysis and Tax
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	142	142.5	157.1	173.0	169.9	191.1	206.5	164.4	196.0	210.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Financial Analysis	13	55	140.0	157.1	170.7	164.7	187.1	208.3	167.7	192.3	208.7
Insurance Risk	5	6	140.1	151.4	196.0	171.6	181.7	224.0	174.4	191.5	223.5
Joint Interest	5	6	144.3	158.8	177.3	---	210.2	---	163.5	203.0	231.1
Tax Planning and Research	6	11	154.0	187.3	229.2	184.1	209.1	284.2	185.6	215.8	302.0
Tax Reporting and Compliance	18	52	141.8	152.9	168.5	167.4	187.4	202.7	161.6	183.3	210.8

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	17	93	139.9	148.4	161.3	166.8	185.1	199.6	158.3	185.6	205.5
US Dollars	4	27	---	167.2	---	---	201.5	---	---	198.6	---

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)	9	34	156.9	171.7	177.9	196.4	205.1	214.0	198.6	206.0	217.7
Integrated E&P and Refining	5	24	145.9	162.9	215.0	178.7	195.4	246.3	181.2	205.1	253.0
Utility	6	19	113.5	140.5	173.5	116.1	153.1	205.9	116.1	156.5	198.9

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 : AFT – Financial Analysis and Tax
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
	7	20	183.5	204.3	253.8	229.4	249.6	342.6	241.4	277.1	336.4

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	16	180.4	195.0	205.4	221.8	245.1	253.9	234.8	261.3	279.0

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 : AFT – Financial Analysis and Tax
 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
4	6	---	59.4	---	---	66.1	---	---	68.6	---

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 : AFT – Financial Analysis and Tax
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	14	70.2	74.4	81.4	74.9	77.5	89.6	74.5	77.5	93.0

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	5	9	66.8	72.7	81.4	71.4	75.1	91.6	71.2	76.3	95.3

Company Industry

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	8	---	71.4	---	75.0	---	---	75.4	---

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

Willis Towers Watson 

Function : AFT – Financial Analysis and Tax
 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	6	---	82.6	---	---	91.5	---	---	92.4	---

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 : AFU – Audit and Financial/Business Controls
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	14	67.1	72.5	77.9	73.8	76.8	85.7	74.1	77.0	84.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls	4	13	---	70.4	---	---	75.4	---	---	75.9	---
Gnrlist/MultiDisc											

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 : AFU – Audit and Financial/Business Controls
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
	7	11	91.5	113.3	131.9	98.4	127.9	160.0	102.6	126.9	164.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls Gnrlist/MultiDisc	4	4	---	124.8	---	---	143.9	---	---	147.7	---

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	5	8	86.2	103.2	122.6	---	109.7	---	98.3	120.7	145.9

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 : AFU – Audit and Financial/Business Controls

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
	28	69	125.2	149.1	156.7	146.4	179.0	186.0	150.1	179.4	196.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls	16	43	111.2	139.4	151.6	121.9	165.8	179.4	116.2	163.4	180.1
Gnrlist/MultiDisc											
General Audit	14	21	146.8	157.6	163.0	179.5	186.9	196.1	168.9	196.0	202.5

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	22	60	121.2	148.5	153.9	141.5	179.0	184.0	145.7	174.6	197.1
US Dollars	4	5	---	145.6	---	---	170.2	---	---	176.2	---

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	8	153.3	161.0	172.7	178.0	186.9	199.5	173.8	192.6	207.2
Utility	12	37	103.1	140.7	149.3	106.4	163.5	179.2	106.8	159.5	179.4

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 : AFU – Audit and Financial/Business Controls
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
	20	36	149.9	171.2	200.5	183.5	217.5	252.3	177.7	223.3	268.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls	13	23	141.1	168.3	208.0	152.3	206.8	251.0	154.4	217.9	265.5
Gnrlst/MultiDisc											
General Audit	8	11	153.2	172.3	199.4	191.5	222.1	260.3	190.2	216.7	281.4

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	15	27	152.9	168.3	200.2	188.2	212.1	254.3	184.5	217.9	268.8

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)	4	4	---	205.6	---	---	---	---	---	289.8	---
Utility	11	22	133.4	158.9	174.0	133.4	189.8	217.5	133.4	185.5	228.8

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 : AFU – Audit and Financial/Business Controls

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
	7	8	176.3	186.9	230.1	227.0	243.7	282.9	221.9	230.1	279.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls	4	4	---	218.5	---	---	249.5	---	---	254.8	---
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	8	176.3	186.9	230.1	227.0	243.7	282.9	221.9	230.1	279.5

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 : AFU – Audit and Financial/Business Controls
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
	15	48	73.4	79.9	83.9	82.7	88.3	96.1	80.8	85.3	95.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrl	9	21	71.4	83.3	93.6	78.3	89.2	106.9	77.7	85.3	108.5
Gnrlist/MultiDisc											
General Audit	6	14	74.3	80.1	84.1	82.2	86.7	89.7	79.3	83.8	91.1

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	10	28	73.0	79.7	84.1	82.6	88.7	96.2	80.7	88.2	96.8

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)	4	13	---	79.1	---	---	---	---	---	85.9	---
Utility	6	20	72.7	78.4	91.3	73.8	85.7	97.3	73.3	84.2	98.8

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

Willis Towers Watson

Function : AFU – Audit and Financial/Business Controls

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
	27	165	88.7	96.5	107.6	100.4	109.5	121.4	97.3	109.3	123.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls	16	113	94.4	103.1	118.3	104.3	117.3	121.7	106.7	119.6	126.4
Gnrlst/MultiDisc											
General Audit	14	46	84.5	90.0	97.0	90.4	103.7	110.5	87.9	104.2	110.5

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	17	98	88.7	95.4	102.3	102.1	107.0	118.5	98.0	107.2	120.6
US Dollars	5	31	85.0	111.5	127.1	90.4	121.9	138.5	91.7	121.9	135.9

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	19	90.4	101.6	120.3	107.9	120.8	136.4	105.3	116.7	131.2
Integrated E&P and Refining	5	23	98.2	103.7	116.8	113.4	119.2	127.1	113.5	121.2	130.4
Utility	11	99	84.9	90.8	107.6	89.1	95.8	116.2	87.7	97.3	118.1

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 : AFU – Audit and Financial/Business Controls
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
	33	213	112.5	118.6	126.1	124.4	137.0	145.9	124.1	138.2	149.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls	17	136	112.6	118.6	124.0	122.5	136.4	144.0	123.8	136.6	153.7
Gnrlist/MultiDisc											
Business Ethics and Compliance	4	13	---	123.4	---	---	137.8	---	---	136.1	---
General Audit	17	52	111.1	118.0	129.5	130.2	135.1	148.6	129.5	138.4	149.1
IS Audit	6	11	107.6	115.7	120.8	119.7	132.6	138.5	122.2	129.2	138.8

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	24	114	112.4	118.4	123.6	127.2	136.4	142.7	125.1	136.1	145.6
US Dollars	5	24	103.2	128.5	143.5	115.0	149.1	153.3	119.0	147.2	154.8

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	25	113.7	128.9	142.6	143.5	149.5	165.4	139.2	148.6	159.5
Integrated E&P and Refining	5	34	119.6	124.5	156.0	141.7	149.4	173.7	144.6	154.1	176.3
Utility	15	125	112.4	118.0	123.5	118.8	129.8	137.6	123.2	129.8	139.8

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

Willis Towers Watson 

Function : AFU – Audit and Financial/Business Controls
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
	16	39	142.6	150.8	161.9	164.2	183.6	194.3	157.3	188.5	203.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Audit Fncl/Bus Cntrls	7	26	142.5	161.8	182.1	163.9	192.5	204.1	154.8	202.8	204.5
Gnrst/MultiDisc											
General Audit	9	12	133.7	148.5	164.2	166.2	179.4	200.4	157.5	183.1	203.6

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	8	13	129.2	150.8	159.8	172.1	183.6	192.5	153.6	189.1	202.7
US Dollars	4	12	---	158.9	---	---	184.2	---	---	184.5	---

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)	7	9	142.8	160.6	184.5	178.8	204.5	222.0	164.9	200.8	223.9

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 : AFY – Risk Management
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	7	62.8	67.0	68.3	68.5	75.0	77.6	68.5	73.5	79.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt	5	7	62.8	67.0	68.3	68.5	75.0	77.6	68.5	73.5	79.3
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	5	7	62.8	67.0	68.3	68.5	75.0	77.6	68.5	73.5	79.3

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

Willis Towers Watson 

Function : AFY – Risk Management
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	31	125.0	151.8	162.5	143.5	182.2	195.0	142.1	186.6	200.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt Generalist/Multidiscipline	15	31	125.0	151.8	162.5	143.5	182.2	195.0	142.1	186.6	200.8

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	30	124.5	148.1	163.1	142.1	177.7	195.7	140.9	178.8	200.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	10	116.9	134.7	161.8	139.2	161.7	194.9	138.1	156.0	194.4

All values in Canadian Dollar
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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

WillisTowersWatson 

Function : AFY – Risk Management
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	29	142.8	178.2	208.0	155.5	218.1	261.5	156.9	235.6	269.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt Generalist/Multidiscipline	14	29	142.8	178.2	208.0	155.5	218.1	261.5	156.9	235.6	269.2

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	13	28	144.0	182.6	209.2	172.9	219.2	262.6	170.2	236.3	273.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	9	13	133.0	153.7	178.3	143.1	191.5	227.4	142.8	186.5	239.2

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 : AFY – Risk Management
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
	5	7	210.4	215.6	239.9	264.1	288.7	313.4	289.3	301.3	336.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt	5	7	210.4	215.6	239.9	264.1	288.7	313.4	289.3	301.3	336.0
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	5	7	210.4	215.6	239.9	264.1	288.7	313.4	289.3	301.3	336.0

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 : AFY – Risk Management
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	41	79.7	82.7	86.1	88.9	91.7	97.3	90.0	95.2	100.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt	13	41	79.7	82.7	86.1	88.9	91.7	97.3	90.0	95.2	100.2
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	11	39	79.4	82.2	85.7	88.0	90.8	95.1	89.8	94.7	96.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	8	74.0	84.9	102.4	80.8	91.7	106.7	83.7	96.5	108.0

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 : AFY – Risk Management
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
	16	54	92.7	99.9	113.0	103.1	113.7	124.7	107.0	116.6	126.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt	16	52	92.7	99.9	113.0	103.1	113.7	124.3	107.0	116.6	126.4
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	43	94.5	99.9	112.5	108.7	113.7	123.0	110.3	116.6	126.1

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	18	---	100.3	---	---	117.8	---	---	124.5	---
Utility	8	23	87.2	100.5	117.9	94.3	111.9	126.0	91.6	114.3	126.1

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 : AFY – Risk Management
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	56	117.0	123.7	136.7	135.1	143.6	151.1	136.6	145.8	161.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt	18	56	117.0	123.7	136.7	135.1	143.6	151.1	136.6	145.8	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	14	49	117.0	123.7	136.7	135.1	143.6	151.1	136.7	146.3	161.4

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	19	---	119.7	---	---	143.6	---	---	149.3	---
Utility	5	13	92.3	108.4	135.2	100.3	123.7	156.7	99.5	126.1	157.3

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 : AFY – Risk Management
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
	9	28	130.8	152.2	155.9	153.8	182.7	190.9	160.6	186.1	195.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Risk Mgmt Generalist/Multidiscipline	9	28	130.8	152.2	155.9	153.8	182.7	190.9	160.6	186.1	195.2

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	7	15	135.5	152.2	153.9	162.6	182.7	189.4	168.2	186.1	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
Integrated E&P and Refining	4	7	---	153.1	---	---	187.6	---	---	189.7	---

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 : AGS – Geosciences

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
	8	31	77.0	85.4	89.2	85.6	95.2	97.4	83.4	91.2	99.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	8	21	76.6	85.0	89.1	85.6	95.2	97.4	82.8	90.0	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	5	19	75.6	78.0	88.0	---	90.8	---	79.9	87.7	99.0

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)	4	25	---	85.7	---	---	---	---	---	94.5	---

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 : AGS – Geosciences
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
	11	35	171.7	194.6	199.8	203.2	232.6	250.2	211.6	228.3	284.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	9	14	151.2	192.9	200.4	183.0	215.9	236.8	192.9	214.7	267.5
Geophysics	5	6	199.5	210.5	245.1	219.4	252.6	314.1	221.2	280.6	314.0
Geosciences	4	15	---	183.9	---	---	215.4	---	---	224.3	---
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
US Dollars	4	10	---	196.0	---	---	232.6	---	---	243.9	---

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	17	190.0	198.6	233.6	232.6	239.8	310.4	224.9	271.9	301.9
Integrated E&P and Refining	4	16	---	169.3	---	---	197.7	---	---	200.4	---

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

Willis Towers Watson 

Function : AGS – Geosciences
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
	11	61	195.6	216.5	248.8	262.5	276.0	300.9	268.0	294.9	311.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	8	30	192.0	209.7	221.3	239.4	263.3	292.7	237.0	273.6	300.1
Geophysics	8	11	214.9	226.3	250.5	270.2	275.0	308.7	260.5	297.2	307.0
Geosciences	4	20	---	230.1	---	---	290.7	---	---	308.9	---
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	5	36	157.4	195.6	231.3	---	270.2	---	177.9	268.0	328.3

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)	8	33	200.8	220.9	251.9	275.0	292.7	315.9	287.5	304.6	313.0

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 : AGS – Geosciences

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
	11	29	227.7	260.0	276.9	295.4	350.0	359.3	298.5	347.2	367.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	9	16	220.3	258.6	267.8	284.0	343.6	355.7	270.5	347.2	364.4

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	20	178.7	227.7	254.4	---	295.4	---	198.7	298.5	341.6
US Dollars	4	6	---	269.0	---	---	---	---	---	352.6	---

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)	5	9	243.9	261.1	279.2	---	359.3	---	306.4	358.0	371.6
Integrated E&P and Refining	5	17	231.6	258.6	288.8	---	322.5	---	306.8	315.6	362.9

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 : AGS – Geosciences
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
	16	83	86.5	92.7	97.0	99.2	103.7	106.4	101.3	103.5	107.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	15	62	86.6	92.1	97.2	101.4	103.8	107.5	101.1	103.6	108.1
Geophysics	7	17	87.7	91.3	94.9	100.1	104.6	114.1	100.0	104.4	109.4

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	11	58	86.3	91.1	97.2	98.8	102.9	107.1	101.9	104.1	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)	8	44	85.3	92.6	98.0	102.8	104.6	110.9	101.5	105.2	114.4
Integrated E&P and Refining	4	32	---	92.7	---	---	102.3	---	---	105.3	---

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

Willis Towers Watson

Function : AGS – Geosciences

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
	20	227	103.3	107.2	114.1	115.7	119.1	131.1	110.8	123.3	131.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	18	153	103.2	106.8	114.0	117.1	120.3	130.0	111.9	122.3	132.3
Geophysics	11	54	101.7	107.8	112.8	110.8	122.8	141.0	110.0	125.1	138.9
Geosciences	5	20	91.2	105.4	113.2	91.9	111.8	127.7	91.9	111.8	128.8
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	11	142	102.2	103.5	107.1	113.3	119.0	119.4	110.1	119.1	124.1
US Dollars	4	34	---	113.0	---	---	129.1	---	---	127.1	---

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	69	103.4	111.5	116.0	125.0	129.5	139.9	124.1	127.0	141.1
Integrated E&P and Refining	5	98	101.4	107.1	111.3	114.5	119.1	128.6	114.5	122.6	135.8

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 : AGS – Geosciences

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
	23	334	126.4	138.0	153.5	147.6	159.0	180.4	148.3	160.1	173.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	23	199	126.5	138.0	157.4	144.7	160.3	174.4	150.4	159.9	172.0
Geophysics	17	95	128.5	135.5	162.2	156.3	168.7	195.5	157.3	167.8	191.5
Geosciences	6	39	116.7	133.0	145.5	132.2	148.0	166.1	132.2	152.5	166.8
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	13	158	124.6	127.6	140.1	143.0	152.8	162.0	141.1	157.9	167.2
US Dollars	4	72	---	145.2	---	---	160.4	---	---	163.7	---

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)	11	154	126.4	142.2	155.3	150.9	166.0	189.9	157.9	169.0	179.0
Integrated E&P and Refining	5	126	129.1	132.9	159.0	149.5	155.0	184.1	151.1	157.0	192.8

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 : AGS – Geosciences

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
	16	201	167.7	174.9	200.7	204.2	221.4	230.7	210.4	222.8	241.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	15	124	164.4	173.0	201.0	201.0	218.8	231.1	204.6	222.7	246.9
Geophysics	13	63	175.6	177.8	205.9	210.8	221.3	246.0	213.3	223.9	251.8

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	9	135	163.4	169.9	173.9	201.4	210.2	220.7	196.5	214.4	236.7
US Dollars	4	45	---	191.1	---	---	224.6	---	---	222.8	---

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)	10	113	172.3	186.4	208.8	219.5	222.7	239.4	220.1	234.9	248.6
Integrated E&P and Refining	5	80	170.0	173.8	216.5	201.4	208.1	258.5	204.4	211.0	269.3

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 : AGS – Geosciences
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
	12	79	189.1	207.6	245.3	250.3	255.9	305.4	254.9	266.6	296.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Geology	10	39	190.7	205.5	230.7	240.2	255.2	284.0	223.0	261.8	280.0
Geophysics	10	31	195.8	216.5	237.3	243.8	264.0	309.2	252.8	269.1	299.8

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	39	183.5	192.5	204.7	226.5	252.5	258.2	203.7	263.4	268.9
US Dollars	4	38	---	240.2	---	---	281.0	---	---	288.0	---

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	53	187.9	213.8	247.2	245.6	253.4	309.8	247.2	270.0	305.3
Integrated E&P and Refining	5	25	204.2	210.4	264.3	255.3	265.1	302.2	263.8	268.9	303.6

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

WillisTowersWatson 

Function : AHR – Human Resources
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
	26	128	101.2	116.9	127.2	113.4	129.8	142.6	115.5	132.2	146.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Employee Dev/Training	9	18	105.8	128.4	141.5	117.5	138.3	151.0	117.6	138.3	167.7
Gnrlist/MultiDisc											
HR Gnrlist/Consultant	7	24	114.6	116.1	133.1	123.4	133.2	156.4	124.3	133.1	165.5
Gnrlist/MultiDisc											
Recruitment	10	13	98.0	102.7	145.2	110.7	117.9	156.7	108.4	119.4	164.9
Generalist/Multidiscipline											
Technical Training	11	54	102.9	121.5	135.9	112.2	137.0	146.5	113.7	139.2	158.3

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	19	108	100.0	115.9	126.8	107.9	127.3	139.4	111.0	127.8	147.1
US Dollars	4	16	---	124.3	---	---	135.7	---	---	134.2	---

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)	4	15	---	123.6	---	---	---	---	---	146.9	---
Integrated E&P and Refining	4	30	---	128.0	---	---	144.9	---	---	146.6	---
Utility	11	56	100.0	105.0	121.8	109.3	119.1	133.2	111.0	119.3	136.5

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 : AHR – Human Resources
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
	29	151	62.5	68.0	72.2	64.2	74.2	80.3	64.4	73.6	81.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Benefits	8	15	67.5	70.2	72.8	70.0	78.4	81.5	70.1	71.0	79.1
Employee Dev/Training	8	17	55.1	68.6	72.9	58.4	74.2	79.1	57.1	72.4	79.7
Gnrlist/MultiDisc											
HR Gnrlist/Consultant	17	34	62.5	68.7	73.7	65.5	74.8	78.7	66.3	74.7	81.8
Gnrlist/MultiDisc											
HR Service Center	8	24	59.7	62.6	72.6	60.1	72.8	80.2	60.5	66.1	77.5
Human Resources Information	4	5	---	62.2	---	---	---	---	---	68.3	---
Systs											
Recruitment	13	25	61.7	65.0	72.4	62.8	69.9	79.8	63.5	69.1	78.8
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	22	118	61.1	64.7	70.3	62.7	70.2	79.2	62.9	69.0	79.4

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)	5	18	66.7	71.7	76.0	---	81.7	---	72.1	82.0	84.4
Integrated E&P and Refining	4	38	---	73.0	---	---	80.6	---	---	81.4	---
Utility	11	63	57.7	64.4	71.9	62.1	66.5	73.9	62.1	68.0	75.3

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 : AHR – Human Resources
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
	43	253	129.3	140.3	159.1	148.5	167.8	190.1	154.1	179.3	201.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Benefits	8	9	135.5	151.0	162.0	156.6	179.6	194.4	153.0	191.5	201.3
Comp and Benefits Gnrlist/MultiDisc	10	10	125.4	160.0	174.4	142.7	193.4	217.6	150.9	191.2	219.2
Compensation Generalist/Multidiscipline	10	14	142.4	157.3	165.0	163.7	188.7	197.9	171.6	202.5	218.2
Diversity/EEO Gnrlist/MultiDisc	4	4	---	176.8	---	---	204.7	---	---	204.7	---
EE/Labor Relations Gnrlist/MultiDisc	10	17	122.9	130.2	159.1	140.9	146.3	185.6	139.9	158.6	194.3
Employee Dev/Training Gnrlist/MultiDisc	12	21	128.8	141.6	157.6	148.8	172.5	192.0	165.4	173.4	191.7
Employee Development/Talent Mgmt	9	14	128.6	150.0	157.1	154.4	175.1	184.9	162.5	180.9	200.1
HR Gnrlist/Consultant Gnrlist/MultiDisc	29	84	135.2	146.0	162.4	153.2	175.2	191.6	155.1	186.1	203.3
HR Service Center	8	8	134.6	143.1	162.5	161.6	171.5	179.4	163.1	180.9	196.2
Human Resources Information Systs	7	10	125.7	150.0	158.6	144.6	180.0	190.3	150.6	184.9	206.6
Organization Development	6	11	121.2	151.5	163.6	133.1	178.2	197.2	132.0	176.0	206.5
Pension Plan Administration	7	7	147.9	156.0	166.8	180.4	185.4	200.2	180.7	186.7	217.6
Recruitment Generalist/Multidiscipline	10	11	107.5	140.1	161.1	115.7	164.8	187.9	118.1	158.3	195.9
Technical Training	12	28	126.7	136.9	163.3	147.2	156.8	192.4	151.1	159.0	206.2
Workforce Analytics	4	4	---	154.3	---	---	185.2	---	---	194.1	---

Company Revenue Range

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

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 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	30	198	130.6	140.0	152.4	148.4	163.0	182.9	149.3	176.2	190.7
US Dollars	7	23	125.2	172.5	183.6	148.9	194.0	216.6	159.4	194.0	225.7

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	26	150.1	167.6	179.0	180.2	200.8	211.8	192.6	205.3	219.3
Integrated E&P and Refining	5	53	131.9	152.3	176.3	161.8	182.8	192.2	168.3	183.5	200.1
Utility	18	115	122.6	135.4	141.3	133.7	150.1	169.2	134.3	156.9	170.6

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 : AHR – Human Resources
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
	40	137	157.3	176.0	200.9	184.0	220.9	262.0	187.3	230.9	258.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Comp and Benefits Gnrlist/MultiDisc	6	6	149.7	173.5	193.8	171.4	215.1	244.8	169.7	220.1	263.6
Compensation Generalist/Multidiscipline	5	6	110.4	171.3	214.4	---	194.8	---	126.3	198.3	293.3
EE/Labor Relations Gnrlist/MultiDisc	9	10	152.0	175.3	185.3	172.0	205.1	232.5	172.1	228.5	267.9
Employee Dev/Training Gnrlist/MultiDisc	9	15	146.5	168.2	177.1	182.7	197.9	213.2	174.0	219.9	233.9
HR Gnrlist/Consultant Gnrlist/MultiDisc	30	75	154.5	187.9	209.0	193.7	235.0	262.9	192.1	240.3	270.2
Organization Development	5	5	138.4	145.3	183.8	138.4	174.4	223.4	138.4	164.2	246.1
Recruitment Generalist/Multidiscipline	5	5	167.7	182.0	204.0	209.0	225.0	260.0	218.4	240.3	278.8

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	28	110	150.8	165.9	190.5	180.6	206.3	240.4	170.6	219.5	253.3
US Dollars	7	11	175.2	193.8	225.6	201.5	255.8	275.4	225.1	258.7	271.7

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)	8	13	162.8	192.1	213.0	212.1	255.8	275.2	224.5	251.2	268.5

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 

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	24	---	187.2	---	---	237.4	---	---	256.7	---
Utility	17	66	145.7	163.0	174.0	159.1	199.5	224.6	158.4	194.6	226.5

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 : AHR – Human Resources
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
	17	44	187.8	205.2	234.8	218.7	263.0	305.3	233.4	286.0	317.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Comp and Benefits Gnrlist/MultiDisc	5	5	198.5	219.0	255.0	247.7	273.8	328.7	268.8	292.2	343.6
HR Gnrlist/Consultant Gnrlist/MultiDisc	15	25	189.0	204.3	239.0	233.2	265.6	310.8	247.9	286.0	322.3

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	12	37	189.3	202.7	214.1	210.6	252.7	277.2	224.8	276.7	290.7

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)	4	5	---	239.7	---	---	311.7	---	---	321.2	---
Utility	6	18	182.2	194.5	211.5	202.3	218.7	267.3	203.2	233.4	270.8

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

Willis Towers Watson

Function : AHR – Human Resources
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
	37	448	74.0	79.9	89.1	77.2	87.3	100.5	77.0	88.4	102.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Benefits	12	17	73.5	77.1	87.5	79.3	85.4	98.9	79.4	85.5	98.4
Compensation Generalist/Multidiscipline	5	7	75.1	90.0	98.0	80.5	99.0	109.3	80.1	103.4	117.3
EE/Labor Relations	5	12	70.3	75.5	91.0	76.0	80.2	101.4	75.0	82.6	116.7
Gnrlist/MultiDisc											
Employee Dev/Training	16	77	77.4	83.1	90.4	81.1	88.2	100.9	82.0	89.9	108.5
Gnrlist/MultiDisc											
Employee Development/Talent Mgmt	5	5	72.9	77.4	83.3	81.6	85.2	94.6	80.5	89.0	95.5
HR Gnrlist/Consultant	24	109	67.5	80.3	85.0	71.5	87.3	94.4	72.9	86.9	94.5
Gnrlist/MultiDisc											
HR Service Center	7	21	75.1	77.3	86.2	80.9	91.0	96.2	77.6	88.9	98.4
Human Resources Information Sys	14	28	76.5	80.4	88.6	83.1	86.5	103.0	81.6	86.7	107.3
Recruitment	19	86	72.7	77.7	94.2	76.6	86.0	102.7	76.3	85.5	106.0
Generalist/Multidiscipline											
Technical Training	8	62	90.0	93.2	106.8	92.8	99.6	107.3	94.9	102.7	113.9
Workforce Analytics	5	9	78.3	79.3	81.9	---	90.4	---	83.9	90.2	94.2

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	26	328	72.9	79.3	85.4	77.5	86.5	97.9	77.5	87.1	96.6
US Dollars	5	17	65.6	85.8	91.9	67.7	88.9	99.8	68.4	88.9	98.4

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
Exploration & Production (E&P)	6	56	78.7	84.1	96.5	90.0	94.4	111.0	88.9	93.1	105.9
Integrated E&P and Refining	5	136	80.9	87.7	96.2	89.1	95.0	108.9	88.9	94.7	114.6
Utility	13	178	70.7	79.8	86.2	73.7	79.8	95.4	73.9	79.8	96.3

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

Willis Towers Watson 

Function : AHR – Human Resources
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
	46	660	91.5	96.3	104.6	100.2	107.5	115.6	100.9	110.1	116.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Benefits	17	24	85.4	92.9	103.3	94.0	102.2	120.7	94.3	102.6	122.5
Comp and Benefits	5	7	71.4	92.8	101.9	77.8	103.9	115.6	78.3	106.5	113.2
Gnrlist/MultiDisc											
Compensation	20	32	90.0	94.8	100.9	97.5	109.0	119.7	99.9	108.8	121.5
Generalist/Multidiscipline											
EE/Labor Relations	8	22	85.9	92.9	99.6	97.4	100.0	110.8	90.1	98.0	114.1
Gnrlist/MultiDisc											
Employee Dev/Training	17	74	90.3	99.8	105.1	96.4	107.8	116.9	99.7	107.3	122.2
Gnrlist/MultiDisc											
Employee Development/Talent	6	9	92.5	98.0	106.3	103.6	113.5	120.3	107.2	115.9	127.2
Mgmt											
HR Gnrlist/Consultant	33	204	88.9	97.4	103.9	100.8	107.8	117.4	98.1	108.6	119.6
Gnrlist/MultiDisc											
HR Service Center	4	12	---	92.5	---	---	---	---	---	107.9	---
Human Resources Information	18	41	92.3	95.4	100.8	102.8	106.9	113.7	98.3	108.2	112.4
Systs											
Organization Development	7	12	93.1	94.5	99.6	97.6	106.5	110.5	99.2	104.1	109.2
Pension Plan Administration	12	17	92.8	101.0	116.5	98.8	113.4	134.0	100.4	117.6	134.5
Recruitment	22	53	89.2	100.6	105.3	99.1	110.6	119.5	98.0	111.8	120.0
Generalist/Multidiscipline											
Technical Training	11	123	96.7	112.0	120.9	95.8	121.6	130.7	96.7	122.1	136.8
Workforce Analytics	4	6	---	99.5	---	---	---	---	---	109.1	---

Company Revenue Range

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

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 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	30	471	91.1	95.7	103.6	100.2	106.9	114.4	100.5	108.5	115.2
US Dollars	9	45	81.8	96.0	110.0	87.3	104.5	116.9	88.1	107.9	117.3

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)	10	91	93.5	98.8	108.6	107.7	114.7	127.2	112.2	113.4	124.3
Integrated E&P and Refining	5	133	96.7	103.6	112.9	113.1	115.6	122.9	112.5	115.6	131.7
Utility	16	314	90.7	95.5	101.4	98.3	103.6	113.4	97.3	105.8	113.7

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 : AHR – Human Resources

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
	42	660	107.6	119.5	125.9	121.9	137.3	147.3	122.4	138.5	150.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Benefits	15	19	110.3	118.0	127.3	128.3	135.4	146.5	125.8	137.5	149.9
Compensation	20	32	109.5	121.3	128.7	122.5	139.4	145.9	125.5	142.8	146.1
Generalist/Multidiscipline											
Diversity/EEO Gnrlist/MultiDisc	6	9	114.0	122.0	143.4	130.4	144.4	153.1	133.6	145.7	162.6
EE/Labor Relations	11	49	110.0	123.3	130.9	120.1	142.2	151.8	115.9	144.9	159.9
Gnrlist/MultiDisc											
Employee Dev/Training	17	62	116.4	122.4	130.6	133.4	141.2	149.8	133.1	144.3	153.5
Gnrlist/MultiDisc											
Employee Development/Talent	8	10	106.9	112.4	120.3	120.5	129.4	134.2	120.1	130.5	138.0
Mgmt											
HR Gnrlist/Consultant	32	232	112.4	120.7	132.4	126.0	141.7	156.6	124.2	147.0	155.3
Gnrlist/MultiDisc											
Human Resources Information	12	44	101.0	114.1	118.6	115.2	131.1	136.0	111.7	124.8	139.4
Systs											
Organization Development	7	21	115.3	121.5	136.1	126.0	142.2	163.4	131.0	141.7	165.2
Pension Plan Administration	6	7	107.0	116.7	121.9	123.5	133.0	139.0	119.9	140.5	155.2
Recruitment	13	22	112.2	116.3	135.7	130.4	133.6	161.7	131.5	134.8	154.5
Generalist/Multidiscipline											
Technical Training	17	135	116.5	123.6	139.5	133.6	144.2	155.5	132.7	146.6	175.0
Workforce Analytics	7	8	102.5	114.2	121.9	126.3	137.5	148.5	111.3	140.6	145.0

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	28	418	104.4	117.3	121.5	119.2	135.1	139.9	117.1	135.5	144.8

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 Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
US Dollars	7	50	106.5	124.8	139.6	119.3	143.8	158.1	123.3	149.1	156.1

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	61	107.5	129.3	138.9	135.5	157.6	169.2	132.7	148.8	164.6
Integrated E&P and Refining	5	147	119.2	123.3	147.9	141.0	148.0	163.8	141.8	151.8	171.2
Utility	16	253	100.9	113.2	118.2	111.3	125.6	135.6	110.1	128.0	137.2

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 : AHR – Human Resources
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
	21	73	142.1	150.9	159.6	169.4	179.8	192.5	171.3	189.0	198.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Benefits	4	6	---	150.5	---	---	183.7	---	---	190.8	---
Compensation	4	6	---	146.7	---	---	179.4	---	---	173.8	---
Generalist/Multidiscipline											
EE/Labor Relations	4	5	---	131.0	---	---	145.4	---	---	147.0	---
Gnrst/MultiDisc											
Employee Development/Talent	5	6	139.3	149.8	152.5	168.0	180.6	191.4	176.7	187.2	203.6
Mgmt											
HR Gnrst/Consultant	12	26	143.8	154.6	176.0	171.0	177.0	208.4	172.8	188.0	212.0
Gnrst/MultiDisc											
Human Resources Information	4	4	---	157.2	---	---	186.3	---	---	202.6	---
Systs											
Organization Development	5	5	128.6	138.0	176.0	---	174.1	---	147.1	167.9	236.2

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	12	54	141.2	144.6	152.1	169.3	176.4	185.9	175.3	189.3	198.2
US Dollars	5	10	147.4	169.0	177.2	157.1	182.7	205.6	157.1	183.5	212.7

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)	8	17	148.0	155.8	166.8	182.7	193.1	198.3	184.3	190.1	210.1
Integrated E&P and Refining	4	12	---	160.7	---	---	179.8	---	---	187.5	---

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 : AHR – Human Resources

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	20	166.9	176.4	191.4	195.7	208.7	222.3	195.9	213.1	248.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
HR Gnrst/Consultant	4	9	---	169.4	---	---	206.9	---	---	212.2	---
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	5	16	165.3	170.2	180.0	181.8	212.7	220.5	189.2	213.7	243.9

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

WillisTowersWatson 

Function : AHR – Human Resources
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
	14	53	53.9	57.3	65.5	56.6	60.4	72.4	57.2	60.3	77.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Employee Dev/Training Gnrlist/MultiDisc	4	16	---	64.3	---	---	66.6	---	---	68.3	---
HR Gnrlist/Consultant Gnrlist/MultiDisc	5	15	52.4	54.8	57.9	54.8	56.8	59.9	54.8	57.4	58.9

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	33	55.2	58.8	68.5	58.1	60.9	75.2	57.4	61.8	79.2

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	33	52.2	56.0	74.0	55.4	58.3	77.3	55.1	58.2	77.4

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 : AHR – Human Resources

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
	17	92	58.4	66.0	70.0	64.5	70.0	76.9	64.6	69.2	77.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Employee Dev/Training	4	9	---	62.0	---	---	---	---	---	64.6	---
Gnrlist/MultiDisc											
HR Gnrlist/Consultant	5	22	61.4	66.1	70.0	65.1	69.2	75.1	65.5	69.2	78.0
Gnrlist/MultiDisc											
Recruitment	4	5	---	69.9	---	---	73.2	---	---	72.3	---
Generalist/Multidiscipline											
Technical Training	4	44	---	87.7	---	---	91.2	---	---	89.4	---

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	10	78	56.4	65.0	78.2	58.5	69.4	91.4	59.7	68.1	87.6
US Dollars	4	6	---	69.4	---	---	72.5	---	---	71.8	---

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)	4	4	---	66.4	---	---	---	---	---	68.7	---
Utility	6	51	64.1	67.6	82.2	68.0	70.0	87.8	67.5	70.2	90.6

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 : AHR – Human Resources
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
	8	23	73.7	81.2	84.5	78.7	89.3	93.6	74.9	84.9	93.4

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	13	74.6	82.8	95.0	---	91.4	---	75.8	87.4	106.7

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 : AHS – Environmental Health and Safety

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
	26	142	118.8	130.8	141.0	132.0	149.7	161.7	133.6	154.3	163.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Environmental Science	11	37	130.4	133.1	145.5	132.6	147.7	161.0	134.5	147.9	163.9
Envrnmntl Health Safety	18	49	117.8	129.3	142.4	130.1	147.8	162.5	134.3	153.0	167.8
Gnrlst/MultiDisc											
Safety	15	48	123.4	136.6	144.7	135.8	154.2	172.4	136.5	156.8	184.4

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	18	112	116.8	126.3	133.9	129.9	137.8	155.3	130.4	137.7	163.5
US Dollars	4	17	---	140.4	---	---	152.2	---	---	155.8	---

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	26	136.2	143.7	163.3	162.9	188.1	224.0	147.7	176.8	202.9
Integrated E&P and Refining	4	26	---	137.7	---	---	158.8	---	---	161.9	---
Utility	9	52	115.8	123.6	130.4	129.5	133.6	146.6	130.4	133.6	153.3

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

WillisTowers Watson 

Function : AHS – Environmental Health and Safety

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
	20	60	64.7	69.1	73.1	67.6	75.1	79.7	71.1	77.3	85.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Envrnmntl Health Safety	16	29	61.6	68.3	73.1	66.6	75.6	80.3	67.8	77.3	85.2
Gnrlist/MultiDisc											
Safety	11	23	63.6	70.8	77.1	68.3	79.2	90.4	68.4	79.5	94.9

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	14	43	62.7	68.0	71.9	67.3	75.1	79.5	66.3	76.9	79.3

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)	5	9	60.9	70.2	78.6	---	74.4	---	67.2	70.5	87.3
Integrated E&P and Refining	4	14	---	70.5	---	---	79.5	---	---	96.4	---
Utility	5	15	59.1	71.9	90.5	63.4	75.1	90.5	63.7	73.7	90.5

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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 : AHS – Environmental Health and Safety

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
	40	198	135.5	146.7	157.9	157.0	173.3	192.3	156.5	181.4	203.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Environmental Science	17	34	145.8	153.5	162.7	169.8	187.5	197.9	168.2	189.2	209.1
Envrnmntl Health Safety	28	84	133.3	146.3	163.2	156.9	170.5	192.7	156.5	179.2	201.5
Gnrlist/MultiDisc											
Safety	25	70	132.9	148.3	157.4	152.7	179.2	191.4	146.6	180.7	208.9

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	27	141	132.7	143.2	151.5	150.3	167.1	188.8	152.1	169.8	191.9
US Dollars	7	30	135.3	163.8	188.4	159.7	190.2	203.4	158.0	190.2	219.4

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	30	158.6	167.1	186.7	198.4	205.7	225.3	198.7	219.4	235.2
Integrated E&P and Refining	5	61	149.3	152.4	173.1	179.6	188.5	189.8	186.0	189.1	202.0
Utility	15	46	116.0	136.0	146.5	132.0	157.0	168.5	121.0	156.1	170.9

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

WillisTowers Watson 

Function : AHS – Environmental Health and Safety
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
	32	114	152.7	182.7	202.2	193.0	228.4	260.7	175.9	236.0	262.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Environmental Science	8	19	156.0	184.2	191.8	193.2	231.3	249.6	193.2	243.8	260.1
Envrnmntl Health Safety	25	56	159.2	179.6	210.6	187.3	224.5	265.0	178.4	236.6	258.8
Gnrlist/MultiDisc Safety	16	33	143.8	176.5	200.7	159.7	230.3	253.2	158.4	227.7	276.2

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	24	81	147.3	174.2	200.4	170.7	218.0	258.6	169.9	223.1	264.7
US Dollars	4	14	---	193.6	---	---	247.7	---	---	261.3	---

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)	7	19	185.0	202.3	241.0	242.1	262.3	279.2	245.7	259.2	303.4
Integrated E&P and Refining	5	47	183.6	186.6	231.2	229.4	238.3	255.8	239.0	249.9	261.7
Utility	11	30	137.8	162.5	174.4	137.8	198.4	218.0	137.8	196.1	233.1

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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 : AHS – Environmental Health and Safety
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	18	196.1	212.1	230.9	252.5	273.0	309.5	244.2	286.1	333.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Envrnmntl Health Safety Gnrlist/MultiDisc	8	10	200.2	216.7	230.2	264.1	284.8	318.5	251.6	289.2	348.3

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	8	12	195.4	206.2	225.0	251.4	261.9	299.0	243.9	283.8	296.3
US Dollars	4	4	---	224.7	---	---	274.8	---	---	282.2	---

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	5	205.4	219.1	237.5	---	308.8	---	258.8	325.6	382.8
Integrated E&P and Refining	4	8	---	221.5	---	---	286.7	---	---	292.6	---

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 : AHS – Environmental Health and Safety
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	302	77.2	84.8	94.9	84.7	92.9	103.1	85.5	93.8	109.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Environmental Remediation	6	8	80.9	86.9	106.0	90.1	97.7	110.6	94.7	96.5	110.9
Environmental Science	14	54	81.8	84.4	96.3	91.5	95.0	103.0	91.6	96.2	105.7
Envrnmntl Health Safety Gnrlist/MultiDisc	21	83	76.9	85.3	105.0	86.6	93.8	114.6	86.4	95.4	119.2
Medical Svcs – Nursing	8	35	81.0	87.5	107.1	85.1	97.4	113.5	86.2	98.0	127.9
Safety	22	112	80.4	84.9	99.9	87.0	92.9	110.1	88.4	94.4	114.9

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	22	198	75.4	82.5	87.7	83.3	88.9	97.6	83.6	91.5	99.2
US Dollars	5	38	72.0	83.4	108.9	74.4	93.4	115.7	75.1	96.4	115.8

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)	8	33	82.6	92.6	115.7	94.6	104.2	137.0	96.8	106.6	130.0
Integrated E&P and Refining	5	119	82.0	87.5	103.5	93.3	99.8	110.8	96.6	102.7	118.1
Utility	12	100	65.2	78.4	87.3	69.4	84.6	95.2	71.6	84.1	96.0

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 : AHS – Environmental Health and Safety
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
	39	663	98.7	102.6	108.3	108.6	115.4	123.2	108.6	119.5	125.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Environmental Remediation	8	10	102.2	107.9	134.8	117.3	123.5	153.5	123.4	124.9	155.1
Environmental Science	20	113	101.7	105.3	110.8	113.7	117.4	124.0	110.5	119.6	126.2
Envrnmntl Health Safety Gnrst/MultiDisc	26	176	94.4	99.1	105.6	102.7	113.4	120.5	103.5	115.8	123.0
Medical Svcs – Nursing	12	34	97.8	104.6	115.7	107.1	113.3	126.8	108.0	116.9	136.0
Safety	27	322	98.9	104.0	112.7	109.4	116.2	125.8	109.0	117.5	132.6

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	26	445	96.5	99.9	107.0	108.6	114.7	119.5	106.9	117.9	122.3
US Dollars	6	75	95.9	108.2	124.7	102.9	123.9	128.8	104.6	126.2	130.5

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	84	97.4	104.2	114.7	113.3	123.2	133.0	114.2	125.6	136.1
Integrated E&P and Refining	5	213	101.0	105.0	120.0	118.6	119.8	128.6	120.2	123.3	134.2
Utility	12	195	95.7	102.8	112.7	102.0	114.3	120.1	103.2	115.2	122.0

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 : AHS – Environmental Health and Safety
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
	40	705	115.4	122.9	129.1	128.2	141.2	149.8	129.0	143.9	153.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Environmental Remediation	8	22	121.7	130.3	137.2	145.6	153.3	163.2	149.4	157.2	170.5
Environmental Science	25	211	121.2	124.0	134.7	134.9	144.0	150.1	133.8	148.3	157.1
Envrnmntl Health Safety Grnst/MultiDisc	26	183	115.1	119.7	128.5	130.2	140.0	148.3	134.3	143.3	153.6
Medical Svcs – Nursing	8	27	117.2	120.2	134.0	134.1	137.9	139.9	139.3	150.6	172.7
Safety	25	262	117.1	124.1	129.6	130.1	143.5	150.3	129.8	149.0	157.7

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	25	445	111.3	121.5	124.9	127.2	136.0	145.6	127.8	139.9	151.0
US Dollars	9	89	117.9	129.1	146.1	124.0	145.9	157.4	126.4	150.8	158.9

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)	9	84	115.8	123.2	135.6	134.2	144.5	159.7	137.9	151.9	159.7
Integrated E&P and Refining	5	271	124.7	125.0	148.5	147.7	150.0	164.5	149.3	153.6	175.3
Utility	12	125	104.5	116.1	123.7	111.2	127.8	137.6	113.4	129.3	139.5

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 : AHS – Environmental Health and Safety
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
	23	121	147.3	153.3	167.7	169.5	184.0	192.1	175.5	193.9	202.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Environmental Science	14	51	144.6	150.7	163.8	170.5	177.0	188.4	175.2	192.6	196.7
Envrnmntl Health Safety	15	27	136.9	153.3	167.8	160.2	184.0	199.3	166.2	193.1	206.4
Gnrlist/MultiDisc											
Safety	13	40	153.3	156.9	172.4	181.3	188.3	201.7	192.5	204.0	214.4

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	53	149.4	152.7	157.1	177.2	182.0	190.8	191.2	193.9	201.9
US Dollars	6	33	139.8	161.2	182.1	160.8	179.1	204.0	161.5	184.8	201.1

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	35	147.3	154.8	175.3	176.8	186.0	201.9	180.0	193.9	200.7
Integrated E&P and Refining	5	30	155.5	160.4	202.6	190.5	192.1	232.9	196.6	202.6	244.8

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 : AHS – Environmental Health and Safety
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
5	7	154.3	189.2	203.2	170.2	205.4	258.9	173.8	206.9	263.6

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 : AHS – Environmental Health and Safety
Level : T2 – Intermediate (T2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	21	80.8	86.8	97.4	79.9	91.9	109.0	82.8	90.1	121.8

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	13	---	85.8	---	---	---	---	---	88.9	---

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 : AHS – Environmental Health and Safety
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
	8	63	84.8	104.1	109.3	92.5	110.1	118.9	101.8	109.6	120.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Safety	4	21	---	93.6	---	---	103.4	---	---	112.2	---

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	6	49	79.4	99.6	107.7	90.0	102.8	114.5	98.5	106.7	113.1

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 : AHS – Environmental Health and Safety
Level : T4 – Lead (T4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	47	75.8	109.0	131.9	83.0	107.2	156.1	82.9	128.3	159.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Safety	4	40	---	110.1	---	---	124.7	---	---	135.5	---

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	4	44	---	125.9	---	---	---	---	---	139.7	---

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 : AID – IT 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
	8	32	65.8	69.3	73.6	69.9	76.2	85.9	69.5	75.0	86.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Svsts Analysis	6	11	61.7	72.6	84.8	65.8	79.7	93.0	64.7	79.9	91.9

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	7	21	65.1	69.9	74.7	65.9	76.8	89.5	69.3	76.8	89.2

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 : AID – IT 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
	19	83	120.7	131.0	138.1	132.7	145.2	159.2	132.6	148.0	161.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Application Development	7	11	93.4	124.4	137.9	107.4	143.1	159.3	106.3	148.8	162.7
Business Sysys Analysis	11	31	123.6	134.5	140.0	138.7	151.1	162.8	145.0	152.9	164.6
Enterprise Resource Planning	5	6	123.4	131.3	142.6	145.8	148.9	161.6	143.5	151.1	166.1
IT Architecture (Sysys Design)	6	8	120.3	133.6	142.6	136.4	153.5	161.7	138.7	155.2	169.4
IT Development	8	13	117.1	130.5	138.8	124.0	146.8	155.8	122.6	150.3	159.8
Generalist/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	14	65	114.4	125.0	132.3	128.1	143.1	149.1	130.2	145.9	151.6

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)	5	22	125.8	136.1	139.1	---	159.6	---	140.1	163.6	174.2
Utility	9	42	111.7	123.4	132.5	119.8	139.7	147.0	123.9	143.8	150.1

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 : AID – IT 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
	30	143	129.7	147.4	155.8	152.1	175.1	189.3	157.8	182.4	198.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Application Development	13	27	129.2	146.1	156.3	158.6	176.6	188.4	162.9	180.0	196.0
Application Development Support	6	14	143.0	147.1	158.8	161.1	170.1	176.1	164.9	174.6	181.7
Business Sysys Analysis	13	24	128.4	146.5	155.3	152.0	175.8	187.7	157.1	183.7	196.3
Enterprise Resource Planning	7	11	144.6	151.6	172.9	173.6	181.9	207.5	176.8	183.2	223.7
IT Architecture (Sysys Design)	11	18	125.9	151.5	157.4	151.1	179.2	188.8	152.4	193.2	199.4
IT Development	11	41	133.2	152.3	159.5	149.3	178.3	191.4	153.1	182.8	204.5
Generalist/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	21	100	128.8	146.6	151.0	148.4	171.9	180.2	151.2	175.0	195.1
US Dollars	4	8	---	165.3	---	---	192.3	---	---	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
Exploration & Production (E&P)	8	39	152.0	156.0	163.9	183.6	188.7	198.5	195.4	199.0	203.4
Integrated E&P and Refining	4	35	---	150.2	---	---	183.0	---	---	186.3	---
Utility	12	47	119.7	136.6	149.3	133.3	153.8	171.6	136.7	157.9	176.0

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 : AID – IT 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
	27	68	157.3	172.7	187.4	184.0	216.9	233.3	173.3	225.8	245.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Application Development	4	5	---	174.2	---	---	216.3	---	---	229.2	---
Business Sysys Analysis	5	7	165.8	169.6	178.4	---	220.1	---	201.9	227.5	235.3
Enterprise Resource Planning	4	4	---	179.9	---	---	226.3	---	---	255.3	---
IT Architecture (Sysys Design)	8	10	120.8	166.9	192.0	111.4	215.2	242.5	122.1	199.9	248.7
IT Development	16	32	169.6	177.4	187.4	200.6	221.0	233.6	194.1	229.2	245.7
Generalist/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	19	51	157.3	171.7	186.4	184.0	216.9	233.3	173.3	225.8	245.5
US Dollars	5	10	132.5	165.0	218.1	143.5	198.6	234.9	132.5	213.2	240.9

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)	4	11	---	176.2	---	---	---	---	---	229.6	---
Integrated E&P and Refining	5	16	180.3	188.8	248.5	226.2	236.0	273.3	229.9	241.1	281.8
Utility	9	20	125.3	169.1	175.2	125.3	198.6	219.5	125.3	210.0	230.0

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 : AID – IT 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
	14	25	165.5	192.6	222.6	188.4	227.6	287.1	195.1	230.2	292.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
IT Development	10	16	175.8	200.9	233.3	192.0	242.7	300.9	195.1	249.3	308.6
Generalist/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	11	22	168.8	189.6	209.2	192.0	215.1	271.1	195.2	214.7	273.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	6	154.5	179.2	207.9	174.8	199.1	247.3	185.3	205.1	264.2

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 : AID – IT 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
	27	220	76.2	82.6	93.4	83.7	90.7	105.1	82.8	90.6	104.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Application Development	11	66	76.4	84.3	93.7	81.9	95.0	110.4	81.7	93.2	111.8
Business Sysys Analysis	15	86	72.8	84.3	91.4	82.8	91.2	103.7	82.9	91.4	105.3
IT Development	10	25	75.1	89.6	106.1	84.1	99.4	117.0	80.7	98.4	113.3
Generalist/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	19	150	75.5	81.6	92.0	82.3	90.2	101.9	81.0	90.6	104.6
US Dollars	4	33	---	96.5	---	---	102.5	---	---	104.2	---

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	57	76.8	89.4	102.8	87.0	101.5	116.5	82.9	89.4	115.5
Utility	9	79	76.3	84.3	102.3	82.3	89.7	108.1	81.4	91.8	109.0

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 : AID – IT 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
40	920	95.7	100.2	109.9	106.0	115.0	122.1	104.7	115.1	122.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Application Development	20	317	89.8	99.8	107.2	95.1	110.8	124.4	95.4	113.7	126.0
Application Development Support	6	19	101.5	106.6	124.3	108.5	116.4	127.3	105.3	114.2	127.9
Business Sysys Analysis	27	284	90.7	100.0	107.8	95.8	112.5	120.5	96.1	110.5	124.6
Database Design and Analysis	5	17	80.2	90.1	101.9	---	98.1	---	84.2	97.1	104.2
Enterprise Resource Planning	7	13	95.5	98.4	102.0	106.5	111.4	117.3	113.3	117.5	127.7
IS and Cyber Security Development	5	7	88.4	121.2	124.1	92.5	125.7	140.1	93.5	125.7	136.9
IT Architecture (Sysys Design)	5	7	108.5	111.9	122.8	116.0	120.7	138.2	114.6	119.9	138.5
IT Development	13	133	98.8	109.5	121.7	107.7	120.8	125.8	107.7	117.9	123.7
Generalist/MultiDisc											
Internet/Web Application Development	7	21	94.7	107.6	124.3	104.1	117.5	135.1	96.2	114.1	136.4
Software Quality Assurance and Testing	6	28	72.8	100.3	109.5	76.2	111.1	123.2	76.4	110.7	123.0

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	28	595	94.9	100.0	107.4	104.5	112.9	119.3	101.6	113.0	121.5
US Dollars	6	101	97.6	117.0	122.1	105.4	125.3	136.7	108.2	124.9	136.6

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

WillisTowersWatson 

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	109	99.2	106.7	117.4	116.1	130.3	136.2	116.0	127.7	145.6
Integrated E&P and Refining	4	41	---	100.6	---	---	118.1	---	---	121.2	---
Utility	16	536	94.7	101.0	109.6	97.2	110.8	119.3	95.2	112.3	121.6

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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