

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

WillisTowersWatson 

Function : AID – IT Development
Level : P4 – Specialist (P4)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
38	954	117.6	123.4	130.1	130.8	141.5	149.1	128.5	141.8	150.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Application Development	16	112	114.0	124.0	132.2	121.6	145.2	156.6	122.3	146.2	156.8
Application Development Support	12	30	106.6	119.0	131.9	122.2	138.6	145.1	124.1	136.4	145.6
Business Sysys Analysis	21	359	111.6	122.0	130.4	122.7	142.4	152.6	117.3	139.6	159.8
Database Design and Analysis	5	15	95.9	115.2	135.9	---	128.6	---	106.3	120.5	142.7
Enterprise Resource Planning	14	51	119.9	123.9	130.4	135.5	145.6	148.4	137.1	148.3	150.1
IS and Cyber Security Development	5	6	118.6	135.6	141.6	129.5	136.2	159.1	132.5	136.2	156.4
IT Architecture (Sysys Design)	17	71	121.3	127.6	130.8	135.3	145.9	153.3	134.9	147.2	153.7
IT Development	17	243	116.6	126.2	132.5	132.2	138.8	151.7	130.0	136.6	145.0
Generalist/MultiDisc											
Internet/Web Application Development	5	7	104.3	119.5	132.0	107.6	137.4	153.2	108.2	141.8	158.4
Sysys Software Development	5	36	101.0	115.3	120.0	102.6	133.2	140.6	102.0	138.3	143.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	25	464	115.5	122.1	126.9	129.3	137.6	145.3	126.6	136.7	147.8
US Dollars	7	68	118.5	130.3	147.0	133.8	149.3	162.5	138.3	149.3	165.3

Company Industry

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

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)	8	102	120.7	127.7	145.6	146.5	162.5	177.9	146.0	159.6	183.5
Integrated E&P and Refining	5	117	123.9	127.5	148.8	146.7	153.1	164.9	146.8	153.4	171.3
Utility	13	527	112.7	121.3	130.8	118.0	134.2	143.2	117.6	135.8	146.8

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 : AID – IT Development
Level : P5 – Master (P5)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	23	169	134.2	152.4	160.3	152.6	176.2	192.7	151.9	176.2	194.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Sysys Analysis	10	23	132.5	153.7	174.1	170.0	191.0	201.2	159.2	187.2	210.5
Enterprise Resource Planning	7	14	131.3	144.1	163.3	151.0	172.9	204.1	150.5	178.2	204.1
IS and Cyber Security Development	4	5	----	151.6	----	----	181.9	----	----	187.6	----
IT Architecture (Sysys Design)	15	105	140.5	146.3	155.2	153.1	170.7	184.8	154.6	175.5	186.7

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	15	95	134.2	146.3	153.6	152.6	168.2	186.0	151.9	175.3	194.5
US Dollars	5	24	146.3	168.1	180.5	166.7	193.9	198.5	164.9	192.3	206.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	18	138.7	152.8	168.2	170.6	193.9	198.5	156.5	185.5	202.8
Integrated E&P and Refining	4	35	----	156.3	----	----	191.1	----	----	192.9	----
Utility	6	65	112.5	138.0	151.4	114.7	153.8	178.6	115.5	157.3	185.1

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 : AIT – IT Administration
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	92	120.4	127.3	133.9	135.7	144.6	152.5	136.7	151.0	159.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Computer Sysys Administration	5	9	117.3	128.1	137.6	129.3	144.9	160.4	133.2	139.4	174.1
IT Adm Generalist/MultiDisc	11	57	124.9	131.5	140.0	143.8	147.6	159.2	143.5	151.2	165.7
IT Help Desk Support	4	4	---	124.5	---	---	141.3	---	---	143.9	---

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	13	74	119.7	124.6	130.2	132.8	143.5	151.1	131.0	149.3	158.5
US Dollars	6	12	127.2	137.2	142.8	135.4	151.7	165.8	137.2	156.2	165.4

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	17	127.3	130.0	141.5	146.4	150.8	164.1	154.1	159.8	167.3
Utility	7	15	121.4	127.1	131.5	135.6	144.6	152.5	132.3	149.3	157.2

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Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
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	102	61.3	69.0	73.4	67.1	73.8	81.3	67.8	74.2	81.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
IT Adm Generalist/MultiDisc	10	33	64.2	69.8	76.5	70.2	74.3	82.4	72.4	76.0	83.0
IT Help Desk Support	7	33	58.2	65.3	77.0	65.4	73.1	87.2	62.3	69.6	87.1
IT On-Site Support	6	15	64.1	70.1	75.3	68.6	75.3	85.6	69.0	75.6	85.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	15	68	57.0	65.0	71.9	63.7	72.5	77.1	60.8	72.7	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)	7	25	60.5	74.0	78.3	70.3	83.5	88.4	66.0	81.2	88.9

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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

WillisTowers Watson 

Function : AIT – IT Administration
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	31	138	130.3	145.0	153.0	152.1	173.8	182.5	155.8	175.6	193.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Computer Sysys Administration	6	10	131.3	149.8	161.1	154.6	183.4	192.5	158.7	190.3	200.9
Database Administration	8	12	124.3	143.2	148.8	139.9	173.0	180.9	144.5	175.6	192.5
IS and Cyber Security	8	11	132.3	145.9	151.2	152.2	173.9	180.2	157.4	170.3	187.7
IT Adm Generalist/MultiDisc	18	77	131.6	150.3	162.1	154.6	173.7	194.5	156.0	179.7	212.5
IT On-Site Support	5	5	131.8	138.5	140.7	150.4	166.2	168.9	150.4	170.6	175.0
Network Control/Administration	6	10	142.2	152.0	171.8	168.6	182.4	196.3	171.7	195.6	202.9

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	117	129.0	143.1	151.6	149.3	168.1	181.3	149.5	166.3	190.5
US Dollars	5	13	133.6	153.5	196.5	158.4	174.8	214.5	164.8	175.6	212.2

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)	9	20	144.7	152.1	183.8	179.2	182.5	213.8	181.0	193.1	224.1
Utility	11	49	130.3	139.0	153.5	147.1	162.2	168.9	150.5	161.1	170.5

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 : AIT – IT Administration
Level : M3 – Senior Manager (M3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	20	50	145.5	175.0	186.1	165.8	214.3	233.5	166.2	223.8	246.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
IT Adm Generalist/MultiDisc	18	41	146.9	175.0	185.8	165.5	214.3	233.9	171.0	223.8	238.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	17	47	142.2	174.9	186.0	157.1	209.9	233.3	156.1	219.4	254.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	7	---	195.0	---	---	225.4	---	---	234.0	---
Utility	8	16	128.6	148.1	173.8	153.5	177.6	206.7	153.1	186.5	213.8

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 : AIT – IT Administration
Level : M4 – Group Manager (M4)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	5	---	182.5	---	---	254.0	---	---	269.7	---

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

Function : AIT – IT Administration
Level : P2 – Intermediate (P2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	32	468	75.9	80.4	88.2	83.7	89.2	96.6	81.9	89.6	102.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Computer Sysys Administration	7	25	79.6	91.3	109.8	87.6	100.5	112.0	90.7	103.1	112.0
Database Administration	7	12	76.9	80.3	84.0	76.9	88.7	90.8	76.9	88.7	92.7
IS and Cyber Security	10	19	73.1	76.6	80.5	76.4	82.5	90.3	75.7	77.9	91.8
IT Adm Generalist/MultiDisc	15	145	78.5	85.7	91.1	88.0	90.8	104.8	88.3	91.2	107.7
IT Help Desk Support	16	198	70.8	77.4	84.2	73.7	85.2	89.8	73.8	86.7	91.5
IT On-Site Support	8	23	80.7	93.1	106.6	90.3	105.1	115.3	90.2	101.5	114.2
Network Control/Administration	9	24	74.5	77.6	87.1	83.0	88.8	93.6	79.9	86.9	93.9

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	243	72.9	77.5	87.9	76.5	87.7	93.7	76.1	88.8	93.9
US Dollars	4	34	---	90.5	---	---	100.0	---	---	101.3	---

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)	9	56	74.3	84.6	100.3	86.2	98.8	105.7	85.9	99.0	108.7
Integrated E&P and Refining	5	42	76.4	83.7	103.0	87.1	94.6	109.8	86.9	95.5	111.6
Utility	9	218	73.8	83.7	90.5	76.2	83.7	101.6	76.5	83.7	103.8

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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Function/Level Scope Break Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
Level : P3 – Career (P3)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
39	726	95.3	101.7	109.7	104.7	112.9	122.8	102.9	115.1	125.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Computer Sysys Administration	15	65	93.7	99.3	120.8	101.1	111.6	128.7	105.9	114.8	128.7
Database Administration	12	22	98.0	107.0	116.3	107.3	119.8	134.3	110.3	118.2	135.5
IS and Cyber Security	15	78	90.6	97.7	108.9	97.6	110.5	117.8	91.5	109.7	119.8
IT Adm Generalist/MultiDisc	18	306	95.5	102.7	105.9	106.1	111.7	117.5	109.3	112.5	122.1
IT Asset Mgmt	4	8	---	99.8	---	---	106.2	---	---	107.2	---
IT Help Desk Support	15	143	87.3	94.8	100.1	94.6	108.9	112.8	93.3	110.4	113.0
IT On-Site Support	8	11	95.8	101.3	103.1	110.5	117.3	118.6	116.0	119.6	126.4
Network Control/Administration	18	80	98.8	106.4	116.4	108.9	116.7	127.3	108.0	117.2	130.3

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	26	402	94.6	99.2	107.8	104.6	109.2	117.6	102.9	111.2	118.2
US Dollars	6	57	89.1	108.8	124.4	97.8	122.7	128.6	98.2	124.4	133.3

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	89	96.7	108.5	114.1	116.7	122.9	132.6	113.9	124.9	135.1
Integrated E&P and Refining	5	65	94.3	102.1	124.3	110.4	117.4	133.1	110.1	124.5	135.3
Utility	14	330	94.8	101.2	109.7	102.4	110.0	118.6	102.1	111.5	118.2

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WillisTowersWatson 

Function : AIT – IT Administration
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	31	607	116.4	121.6	127.3	130.9	140.1	144.7	133.9	140.8	148.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Computer Sysys Administration	10	52	115.0	122.4	128.5	132.1	142.5	150.6	137.0	147.1	154.1
Database Administration	13	57	117.0	124.5	128.1	131.7	141.9	146.8	130.4	140.2	153.3
IS and Cyber Security	17	102	107.2	115.4	121.2	123.4	130.4	136.8	120.0	130.1	139.2
IT Adm Generalist/MultiDisc	16	299	113.2	121.7	131.3	128.6	142.4	152.2	135.5	148.6	153.5
IT Help Desk Support	10	13	111.1	120.0	125.5	132.3	139.8	145.0	131.7	138.4	154.3
IT On-Site Support	5	10	105.9	123.1	138.6	124.3	147.7	160.1	120.0	151.5	158.6
IT Risk Mgmt	4	5	---	135.6	---	---	158.5	---	---	155.2	---
Network Control/Administration	16	51	123.7	127.3	133.8	140.4	146.1	150.5	139.2	151.0	156.5

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	346	112.8	119.8	126.3	128.9	140.0	143.3	132.9	139.8	145.7
US Dollars	5	31	124.9	128.5	146.3	140.4	149.1	156.8	147.4	152.8	154.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	60	113.2	121.6	128.5	134.1	142.9	151.3	133.9	148.6	154.2
Integrated E&P and Refining	5	97	117.4	127.0	153.7	139.1	152.4	171.9	140.8	153.4	180.3
Utility	10	256	114.9	122.6	127.5	127.2	137.4	140.8	126.4	138.4	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

WillisTowers Watson 

Function : AIT – IT Administration
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
	15	75	135.4	143.7	159.8	159.0	172.8	187.6	165.9	181.6	194.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Computer Sysys Administration	5	10	133.0	141.9	166.7	156.4	172.9	182.4	163.4	178.5	189.1
IS and Cyber Security	5	6	129.6	150.0	165.7	152.3	173.4	176.9	155.5	173.4	186.3
IT Adm Generalist/MultiDisc	9	35	129.8	143.7	162.1	157.4	172.4	191.6	158.8	172.5	203.5
Network Control/Administration	6	8	143.7	154.3	169.2	171.2	184.9	191.5	174.7	193.1	206.9

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	11	62	132.5	138.2	147.7	156.1	171.6	177.3	163.2	172.5	189.4
US Dollars	4	13	---	172.8	---	---	189.5	---	---	191.0	---

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	18	---	152.9	---	---	184.3	---	---	191.8	---
Integrated E&P and Refining	4	15	---	151.8	---	---	174.1	---	---	175.4	---

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 : AIT – IT Administration
Level : T1 – Entry (T1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	9	52.6	57.2	70.4	56.6	62.9	73.0	56.2	63.5	73.8

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	6	---	55.0	---	---	60.3	---	---	60.6	---

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 : AIT – IT Administration
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	43	55.7	72.2	85.8	57.3	72.2	85.8	58.3	72.2	85.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
IT Adm Generalist/MultiDisc	4	26	---	79.0	---	---	79.0	---	---	79.0	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	36	---	73.8	---	---	75.4	---	---	74.5	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	35	---	79.0	---	---	79.0	---	---	79.0	---

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 : AIT – IT Administration
Level : T3 – Senior (T3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	40	64.9	84.2	97.0	68.8	90.1	104.7	70.0	91.7	104.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
IT Adm Generalist/MultiDisc	4	10	---	96.8	---	---	101.7	---	---	103.1	---
IT On-Site Support	4	11	---	78.5	---	---	80.4	---	---	81.0	---

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	9	34	75.3	96.6	100.8	85.7	96.8	105.5	86.2	96.8	106.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	31	84.2	96.8	104.7	90.1	97.0	106.3	91.7	97.0	109.1

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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 : AIT – IT Administration
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
	8	68	79.7	97.1	104.8	86.8	103.0	109.9	86.1	102.1	112.0

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	6	66	83.9	100.5	111.1	88.7	106.2	115.2	87.3	106.7	117.1

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	61	97.1	102.6	116.8	103.0	107.0	119.5	102.1	107.9	120.8

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 : ALG – Legal
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	21	130.0	183.3	208.0	153.9	219.9	253.1	148.0	222.2	259.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	6	10	167.3	186.2	208.7	199.1	225.3	253.3	199.2	232.7	270.8

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	8	16	127.5	156.1	184.6	146.4	186.3	221.5	147.2	184.8	241.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	12	128.3	133.8	180.8	148.9	158.6	217.0	147.5	158.1	227.4

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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

WillisTowersWatson 

Function : ALG – Legal
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
	29	63	175.7	216.3	226.0	216.4	273.7	291.6	223.9	280.0	310.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	24	50	174.6	217.8	226.1	220.3	276.8	291.8	229.1	283.8	313.4
Regulatory Compliance Law	7	10	126.9	180.0	202.6	119.2	205.6	245.8	126.9	208.3	254.0

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	21	48	171.8	211.1	225.4	203.0	268.1	289.9	201.1	259.0	298.1
US Dollars	4	8	---	214.0	---	---	257.1	---	---	287.1	---

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	20	216.3	220.3	246.5	272.3	290.1	324.0	268.7	314.2	330.6
Utility	11	17	162.0	185.0	220.0	199.0	231.3	286.0	189.0	245.0	296.6

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 : ALG – Legal
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
	12	37	199.7	221.1	248.0	224.9	290.2	327.4	239.1	307.1	381.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	11	32	200.0	223.7	250.0	220.0	308.1	328.2	221.3	309.4	394.6

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	32	185.6	208.9	236.5	217.9	255.9	313.0	223.3	280.9	312.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	17	153.6	199.5	221.1	182.2	239.4	281.8	194.0	257.2	294.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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

WillisTowersWatson 

Function : ALG – Legal
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
	10	15	85.3	95.3	114.5	94.0	107.0	131.1	86.5	106.1	129.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	5	7	90.3	102.2	132.4	94.0	115.5	140.5	94.0	121.9	140.2
Regulatory Compliance Law	4	7	---	95.3	---	---	---	---	---	106.1	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	10	80.3	95.1	102.2	93.1	105.8	121.9	85.1	104.5	121.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	5	---	91.2	---	---	97.0	---	---	97.4	---

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

WillisTowers Watson 

Function : ALG – Legal
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	73	87.7	125.5	146.8	96.3	142.4	165.3	95.4	136.4	161.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	14	46	107.3	135.0	156.7	117.5	156.8	178.2	115.5	154.3	182.5
Regulatory Compliance Law	7	20	90.0	100.3	132.1	93.0	120.1	149.6	95.5	109.6	154.4

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	14	54	88.9	112.3	136.2	98.3	131.9	167.1	95.2	125.0	160.4
US Dollars	5	11	110.7	145.0	164.9	122.5	160.8	183.1	126.9	160.8	179.3

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)	4	9	---	141.0	---	---	---	---	---	158.1	---
Integrated E&P and Refining	4	20	---	157.1	---	---	169.5	---	---	169.5	---
Utility	9	31	82.2	101.0	122.3	89.0	109.1	141.3	87.6	110.6	143.7

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 : ALG – Legal
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
	32	148	130.4	148.7	165.9	150.8	174.4	204.0	150.7	176.0	202.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	31	121	134.0	150.0	171.0	153.7	179.1	204.0	151.1	179.0	204.3
Regulatory Compliance Law	6	13	121.8	136.7	152.6	135.2	161.5	181.0	127.0	169.9	184.5

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	112	131.2	144.9	158.7	151.4	169.2	192.0	151.0	164.4	188.4

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	18	142.6	163.4	179.1	183.1	192.0	246.8	161.7	186.2	233.6
Integrated E&P and Refining	5	37	145.0	180.9	199.1	176.6	204.3	227.1	182.3	208.9	234.0
Utility	11	64	130.0	134.0	147.8	134.0	152.1	171.1	134.0	154.6	182.9

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

WillisTowersWatson 

Function : ALG – Legal
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
	30	163	165.2	182.3	202.8	199.3	218.7	252.3	199.3	226.8	264.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	28	133	170.2	186.8	210.5	206.4	229.5	252.6	207.6	231.1	266.1
Regulatory Compliance Law	6	20	145.5	159.5	173.7	171.7	177.3	211.7	165.5	183.0	219.2

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	18	89	151.6	177.3	196.8	185.0	215.7	242.0	179.0	221.5	239.8
US Dollars	6	15	157.2	206.5	242.2	180.5	233.1	266.1	184.5	241.1	278.2

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	22	163.5	189.6	207.7	214.4	240.1	266.2	199.9	232.2	277.0
Integrated E&P and Refining	5	28	192.3	213.1	243.5	235.1	258.7	275.8	234.5	268.2	292.1
Utility	9	61	129.2	175.4	195.2	133.7	200.6	234.3	135.0	206.0	240.7

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 : ALG – Legal
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
	11	60	181.2	194.3	230.0	217.8	246.9	282.9	234.9	269.9	308.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Generalist/Multidiscipline	10	53	177.5	196.7	233.4	215.4	252.7	285.2	223.8	264.7	309.6

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	9	55	173.1	193.1	222.3	212.0	244.4	278.7	211.7	269.9	298.6

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 : ALS – Legal Support
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
	9	14	103.4	123.3	134.6	116.8	135.7	151.6	120.9	135.6	154.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	7	11	105.8	125.9	138.2	119.5	140.0	157.1	130.8	140.0	161.7

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	88.6	123.3	134.6	100.8	135.7	158.0	104.2	135.6	162.7

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 : ALS – Legal Support
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
	11	43	66.6	69.2	73.4	67.9	77.0	82.9	67.9	75.8	81.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	9	37	67.0	68.0	72.8	70.6	75.4	80.4	70.0	75.6	83.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	34	56.8	67.9	72.1	60.8	73.3	82.9	60.4	74.6	86.5

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 : ALS – Legal Support
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
	13	17	132.5	143.7	167.8	158.1	176.1	202.9	146.9	182.7	205.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	13	16	132.5	143.7	167.8	158.1	176.1	202.9	146.9	182.7	205.0

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	9	10	128.9	140.0	145.2	146.6	162.5	176.3	140.7	162.0	184.3

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 : ALS – Legal Support
Level : P2 – Intermediate (P2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	17	122	79.0	81.1	85.3	86.6	90.6	97.3	87.0	90.8	100.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	10	99	77.8	82.8	85.7	85.3	91.9	98.6	86.5	93.7	103.5
Legal Support	4	7	---	78.6	---	---	83.7	---	---	85.4	---
Generalist/Multidiscipline											
Paralegal	6	14	80.4	86.4	94.8	87.1	96.9	106.9	88.1	100.2	111.4

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	105	78.6	80.7	84.7	85.1	89.2	95.5	86.5	90.3	96.3

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	5	83	81.8	85.6	104.9	93.2	98.4	111.8	93.7	103.7	113.7
Utility	4	6	---	80.1	---	---	87.6	---	---	87.8	---

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 : ALS – Legal Support
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	101	93.5	101.1	111.4	102.0	112.7	124.0	102.9	115.4	123.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	15	81	93.4	100.9	111.4	100.9	111.3	124.0	101.2	114.7	124.4
Legal Support	5	13	81.5	98.4	109.4	91.1	108.2	124.8	90.3	111.3	127.8
Generalist/Multidiscipline											
Paralegal	5	6	94.6	106.2	109.0	104.1	116.8	123.7	107.0	118.7	124.6

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	13	73	83.6	96.1	111.4	89.0	108.1	123.1	88.5	109.6	120.5
US Dollars	4	18	---	111.7	---	---	119.2	---	---	119.8	---

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	---	105.3	---	---	121.1	---	---	126.7	---
Utility	7	17	93.4	96.1	121.4	100.9	105.7	124.0	100.0	109.6	124.4

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 : ALS – Legal Support
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
	15	99	122.8	127.8	141.0	132.2	147.9	160.3	132.0	146.2	160.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	13	82	122.6	132.0	142.3	136.6	152.7	159.1	132.1	154.2	161.1
Legal Support	4	9	---	128.7	---	---	149.3	---	---	146.8	---
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	9	61	100.9	127.8	139.0	111.3	147.9	157.3	115.3	141.0	157.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	39	125.5	132.0	160.9	150.6	154.4	181.6	143.1	154.2	187.4
Utility	4	28	---	110.1	---	---	119.7	---	---	121.5	---

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

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

WillisTowersWatson 

Function : ALS – Legal Support
Level : P5 – Master (P5)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	20	132.2	148.5	154.0	148.8	175.3	188.7	146.1	170.6	189.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	6	19	128.4	150.1	154.5	145.3	176.3	190.3	145.1	172.3	191.8

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	7	---	148.6	---	---	176.0	---	---	167.0	---

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 : ALS – Legal Support
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
	9	39	61.0	65.6	76.3	62.7	72.9	85.3	63.4	74.7	86.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Secretarial/Adm Assistance	6	31	57.7	68.6	77.6	58.6	82.5	84.9	60.4	72.8	85.2
Paralegal	4	4	---	71.7	---	---	---	---	---	77.8	---

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	6	15	64.0	67.3	75.8	67.0	75.9	85.6	68.3	75.8	88.8

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 : ALS – Legal Support
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
	23	79	65.6	72.5	78.2	69.7	76.8	84.8	69.4	80.5	91.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Contract Administration	5	13	60.2	67.1	80.1	63.8	69.4	86.0	65.0	69.4	91.2
Legal Secretarial/Adm Assistance	13	49	62.7	70.9	74.9	67.5	75.4	82.1	67.0	75.4	82.6
Legal Support Generalist/Multidiscipline	4	5	---	81.0	---	---	83.5	---	---	85.9	---
Paralegal	5	12	72.2	81.1	88.3	---	86.2	---	75.8	91.8	104.4

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	16	67	70.5	74.7	85.2	75.4	79.5	90.3	75.4	82.0	94.9
US Dollars	4	7	---	63.8	---	---	66.4	---	---	65.7	---

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	7	---	77.0	---	---	---	---	---	87.6	---
Integrated E&P and Refining	4	20	---	71.6	---	---	81.4	---	---	82.4	---
Utility	8	13	69.6	73.3	75.5	70.9	75.8	79.7	70.9	75.7	81.9

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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

WillisTowersWatson 

Function : ALS – Legal Support
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
	15	51	79.0	94.6	108.5	88.0	105.5	119.8	90.7	105.3	119.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Legal Secretarial/Adm Assistance	8	24	76.8	91.7	110.4	80.4	104.0	123.5	79.8	106.1	123.9
Paralegal	7	14	89.9	102.3	104.7	98.9	115.6	124.8	101.8	115.5	134.9

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	26	79.0	92.7	104.1	85.0	104.0	118.7	88.2	107.9	120.8

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	12	90.0	95.1	108.6	91.9	106.2	125.6	91.5	108.5	126.6
Integrated E&P and Refining	4	19	---	95.1	---	---	108.3	---	---	110.4	---

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 : AMK – Marketing
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
	11	16	105.0	133.2	150.9	115.5	156.5	173.6	117.2	159.3	172.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Marketing	5	9	95.8	133.2	137.5	109.0	156.5	168.7	110.5	167.3	181.8
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	7	11	105.0	111.9	136.1	115.5	131.3	159.8	117.2	133.7	167.6

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 : AMK – Marketing
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
	7	21	60.3	65.4	80.5	66.3	69.0	88.6	68.2	69.8	89.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Marketing	4	6	---	57.8	---	---	60.8	---	---	61.9	---
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	7	21	60.3	65.4	80.5	66.3	69.0	88.6	68.2	69.8	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 : AMK – Marketing
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
	16	51	122.8	152.8	173.6	143.1	181.9	206.4	139.4	186.0	215.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Marketing	11	23	118.0	149.8	169.0	138.5	177.8	202.8	127.9	183.5	215.2
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	12	39	122.8	149.0	166.7	143.1	177.4	200.1	139.4	175.0	210.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	15	102.2	120.5	145.8	107.4	142.6	175.2	106.2	136.3	164.9

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

Function : AMK – Marketing
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
	15	31	150.0	177.3	201.7	163.7	224.1	254.2	163.7	225.0	261.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Marketing	7	18	152.9	176.4	181.0	191.1	222.0	252.0	198.2	225.0	246.5
Generalist/Multidiscipline											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	17	141.0	169.7	194.4	169.2	210.8	252.5	167.9	212.2	251.0

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	---	189.5	---	---	239.1	---	---	249.4	---
Utility	6	8	125.4	150.7	183.8	135.6	171.8	231.6	139.6	171.8	246.0

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 : AMK – Marketing
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
	6	11	167.2	213.8	242.3	173.7	267.3	341.7	175.6	273.3	387.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	8	---	213.8	---	---	267.3	---	---	273.3	---

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 : AMK – Marketing
Level : P2 – Intermediate (P2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	17	91	75.5	80.5	92.9	80.9	92.6	102.5	80.1	93.2	101.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Marketing Generalist/Multidiscipline	10	26	74.3	78.8	92.5	80.7	89.8	97.5	82.3	90.8	98.4
Pricing	5	29	63.8	79.5	92.9	71.3	91.4	98.9	68.8	93.1	99.6
Web Content Mgmt/Production	4	10	---	83.1	---	---	87.0	---	---	87.6	---

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	12	69	75.2	77.6	89.4	79.6	86.0	98.9	80.0	87.3	99.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	46	75.5	80.5	91.3	86.0	92.6	97.1	83.1	93.2	100.1
Utility	6	17	66.4	84.3	97.8	67.0	88.2	102.5	66.4	89.5	102.9

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

WillisTowersWatson 

Function : AMK – Marketing
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
	22	180	88.8	92.9	104.9	97.2	102.1	120.8	96.2	102.6	121.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Advertising/Marketing Communications	5	22	75.6	92.0	95.0	80.8	101.2	108.8	80.7	103.4	111.2
Marketing Generalist/Multidiscipline	12	77	87.5	92.3	99.0	94.4	99.2	113.2	90.6	101.5	115.9
Pricing	6	10	65.3	88.1	97.5	69.9	100.9	112.0	70.4	101.3	116.4
Product Mgmt	6	18	90.6	107.8	126.5	100.4	123.5	144.8	102.2	126.3	143.9
Web Content Mgmt/Production	5	7	90.7	100.7	115.7	98.9	107.0	120.2	99.7	102.9	120.9

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	15	97	87.4	90.4	97.5	97.4	101.7	110.7	97.1	102.4	107.8
US Dollars	4	26	---	111.1	---	---	117.2	---	---	119.4	---

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	34	---	105.2	---	---	116.1	---	---	118.8	---
Utility	8	80	87.9	91.4	99.6	91.6	99.1	107.5	91.3	99.8	106.8

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Effective date April 01, 2017

Company weighted statistics

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

WillisTowersWatson 

Function : AMK – Marketing
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	225	106.1	122.9	132.0	118.3	143.1	154.5	120.6	140.1	156.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Market/Segment Development	7	9	114.4	156.4	160.0	131.6	156.4	190.8	135.9	156.4	190.0
Marketing	13	131	102.1	120.4	128.3	114.1	136.1	152.9	112.1	138.1	149.6
Generalist/Multidiscipline											
Pricing	4	12	---	132.9	---	---	151.3	---	---	157.2	---
Product Mgmt	6	36	120.8	138.6	163.4	137.9	154.8	190.0	143.3	158.0	193.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	60	103.7	121.9	125.9	117.7	139.2	152.3	119.3	138.9	154.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	56	121.9	130.0	152.8	144.1	153.0	171.3	145.5	156.0	176.1
Utility	5	147	102.7	112.1	123.6	112.6	123.7	133.2	112.6	122.4	131.7

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 : AMK – Marketing
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
	10	34	131.1	156.7	179.4	149.8	186.8	213.7	150.3	174.9	233.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Marketing	6	12	106.6	128.1	205.3	112.3	149.4	227.0	111.9	158.7	227.7
Generalist/Multidiscipline											
Product Mgmt	4	15	---	173.2	---	---	199.5	---	---	204.2	---

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	11	116.8	137.8	166.6	133.9	164.0	206.6	138.7	172.4	189.3

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 : AMK – Marketing
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	13	---	79.2	---	---	80.6	---	---	80.6	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

Willis Towers Watson 

Function : AMS – Customer Support/Operations
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
	7	33	63.2	66.8	70.5	66.8	70.8	81.1	66.8	69.8	85.0

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	7	33	63.2	66.8	70.5	66.8	70.8	81.1	66.8	69.8	85.0

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 : AMS – Customer Support/Operations
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	14	106	82.9	99.0	109.3	96.4	108.5	121.8	96.3	110.8	121.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Customer Support/Ops	6	8	89.6	102.7	109.8	89.6	117.6	123.2	89.6	119.8	121.0
Gnrlist/MultiDisc											
High Volume Customer Billing	4	9	---	99.6	---	---	112.4	---	---	114.0	---
Utilities Customer Support	7	61	82.2	98.2	115.4	87.4	106.9	121.1	88.1	110.1	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	10	99	82.9	99.0	107.0	97.9	108.5	116.2	97.7	110.8	116.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	9	79	82.6	99.1	109.4	91.0	108.3	117.1	90.9	110.1	118.3

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

WillisTowersWatson 

Function : AMS – Customer Support/Operations
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	83	105.7	129.5	138.8	107.4	148.7	161.6	107.5	151.4	163.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Customer Contact Center Gnrst/MultiDisc	5	9	91.5	105.0	123.2	98.3	126.0	141.7	101.3	126.2	140.4
Customer Service	4	4	---	147.8	---	---	177.4	---	---	184.2	---
Customer Support/Ops Gnrst/MultiDisc	8	47	111.6	131.3	143.4	116.5	150.3	169.3	116.9	148.1	177.1
Utilities Customer Support	4	12	---	111.6	---	---	119.0	---	---	118.6	---

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	9	58	112.9	129.5	138.7	120.8	148.7	160.6	121.2	151.4	160.4

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	72	103.3	126.3	131.1	103.7	143.9	153.7	103.7	140.5	151.6

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 : AMS – Customer Support/Operations
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	17	141.1	157.6	183.2	141.1	193.8	229.0	141.1	201.3	246.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Customer Support/Ops Grntst/MultiDisc	7	8	140.0	159.9	161.4	140.0	193.7	208.0	140.0	199.8	210.2

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	10	16	146.9	159.5	183.5	146.9	196.3	229.4	146.9	204.0	246.4

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	14	140.6	157.6	175.1	140.6	193.8	217.8	140.6	201.3	229.7

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

WillisTowersWatson 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	83	71.9	78.7	83.2	72.1	81.1	94.1	72.1	81.5	96.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Customer Service	4	14	---	77.7	---	---	85.0	---	---	86.1	---
Customer Support/Ops	5	20	71.7	75.1	83.7	74.7	81.1	89.1	75.5	81.5	90.4
Gnrst/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	8	41	72.0	76.9	83.9	73.4	79.9	92.9	73.7	80.4	95.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	58	69.3	78.7	84.3	70.5	81.1	86.8	70.5	81.5	86.4

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 : AMS – Customer Support/Operations
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
	8	74	77.9	90.4	103.7	81.8	95.8	112.9	81.9	96.6	115.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Customer Billing Sysys Plng and Analysis	4	15	---	102.2	---	---	108.3	---	---	108.6	---
Customer Support/Ops Gnrst/MultiDisc	4	20	---	78.0	---	---	81.1	---	---	82.3	---

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	6	34	73.1	90.3	103.7	78.8	95.8	112.8	80.5	96.6	114.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	49	73.1	90.4	103.7	77.2	93.6	112.8	76.6	94.6	114.3

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	26	100.5	112.5	146.3	115.8	123.8	147.0	115.2	128.5	147.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Customer Service	5	7	99.1	108.8	128.0	110.7	120.6	138.8	113.8	128.5	139.6
Customer Support/Ops	4	11	---	102.4	---	---	110.5	---	---	107.5	---
Gnrlst/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	9	99.0	108.8	129.8	115.2	123.8	138.8	117.0	128.5	139.6

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 : AMS – Customer Support/Operations
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
	7	120	32.8	53.8	69.9	34.3	53.8	69.9	34.2	53.8	69.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	98	32.2	57.8	71.0	33.7	58.9	71.0	33.6	58.9	71.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	69	---	61.8	---	---	61.8	---	---	61.8	---

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 : AMS – Customer Support/Operations
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
	11	885	53.0	61.3	71.3	55.3	61.3	77.2	55.3	61.3	77.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utilities Customer Support	8	736	53.4	61.4	77.4	56.8	61.4	79.1	56.6	61.4	78.8

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	547	46.3	61.3	74.3	49.4	61.3	77.8	49.5	61.3	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
Utility	9	776	54.0	61.3	74.3	56.0	61.3	77.8	55.8	61.3	77.2

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

WillisTowersWatson 

Function : AMS – Customer Support/Operations
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
	10	297	58.2	69.6	74.7	63.6	72.5	81.2	63.5	72.8	80.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Customer Billing Sysys Plng and Analysis	4	11	---	62.3	---	---	66.3	---	---	75.8	---
Customer Service	4	31	---	62.0	---	---	67.3	---	---	68.0	---
Utilities Customer Support	6	173	62.8	71.2	74.2	65.1	74.2	79.8	65.0	74.2	79.0

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	10	297	58.2	69.6	74.7	63.6	72.5	81.2	63.5	72.8	80.4

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	222	62.7	70.7	74.7	65.1	73.7	81.2	65.3	73.8	80.4

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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

WillisTowersWatson 

Function : AMS – Customer Support/Operations
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
	7	79	52.4	78.8	82.8	56.7	78.8	92.8	57.8	78.8	94.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utilities Customer Support	4	65	---	76.4	---	---	77.5	---	---	77.4	---

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	7	79	52.4	78.8	82.8	56.7	78.8	92.8	57.8	78.8	94.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	76	63.5	78.8	87.6	66.8	78.8	93.5	67.2	78.8	93.1

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Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

Function : AOM – Manufacturing/Operations
Level : M1 – Supervisor (M1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	248	105.2	131.0	151.3	111.6	149.5	168.4	111.6	152.4	176.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Refinery Operations	7	117	84.4	137.6	153.4	93.8	149.4	179.5	95.0	145.5	179.1
Generalist/Multidiscipline											
Refinery Production Operations	4	84	---	127.7	---	---	150.3	---	---	163.1	---

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	5	87	91.3	124.7	142.0	98.7	149.6	165.2	98.2	159.3	173.0
US Dollars	4	138	---	128.3	---	---	140.1	---	---	143.4	---

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	156	---	141.2	---	---	153.9	---	---	161.1	---

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 : AOM – Manufacturing/Operations
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	115	137.1	161.6	171.4	155.0	186.6	205.6	163.6	196.2	220.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Refinery Operations	8	83	138.2	163.5	175.8	159.3	185.9	213.6	161.6	187.8	227.0
Generalist/Multidiscipline											
Refinery Production Operations	5	23	88.0	157.1	165.5	92.4	188.5	198.6	92.2	200.8	206.2

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	35	---	164.2	---	---	197.0	---	---	206.0	---
US Dollars	4	41	---	147.0	---	---	159.3	---	---	165.6	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	45	---	162.6	---	---	187.5	---	---	198.5	---

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 : AOM – Manufacturing/Operations
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
	7	36	140.9	179.8	199.4	157.4	225.9	249.3	161.5	236.9	273.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Refinery Operations	5	21	132.6	179.8	205.7	145.7	225.9	256.1	146.8	241.6	316.8
Generalist/Multidiscipline											

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 : AOM – Manufacturing/Operations
 Level : M4 – Group Manager (M4)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	10	---	239.8	---	---	310.6	---	---	321.6	---

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 : AOM – Manufacturing/Operations
 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
4	19	---	85.1	---	---	91.0	---	---	91.5	---

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 : AOM – Manufacturing/Operations
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
	8	69	88.1	114.3	140.3	93.3	129.1	152.9	94.1	136.2	159.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Refinery Operations	4	40	---	141.6	---	---	154.9	---	---	157.2	---
Generalist/Multidiscipline											
Refinery Production Planning and Scheduling	6	19	93.4	121.8	134.1	106.6	132.8	146.5	110.4	139.6	155.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
US Dollars	4	21	---	116.4	---	---	119.2	---	---	120.3	---

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 : AOM – Manufacturing/Operations
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
	6	67	99.0	129.6	166.8	102.2	150.7	181.6	102.3	156.7	183.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Refinery Operations	5	55	92.0	137.0	165.3	96.8	154.8	179.2	97.0	160.3	182.1
Generalist/Multidiscipline											

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

WillisTowersWatson 

Function : AOM – Manufacturing/Operations
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
	5	11	121.7	146.4	192.7	139.9	180.1	245.9	137.9	183.2	255.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Refinery Operations	4	5	---	163.2	---	---	202.6	---	---	204.1	---
Generalist/Multidiscipline											

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

Function : APM – Project/Program 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
	12	108	67.8	70.3	75.4	70.4	77.5	82.6	70.7	78.4	87.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Engineering Project Mgmt	7	64	69.4	71.3	80.5	71.3	73.7	91.3	71.3	74.6	91.3
Project/Program Mgmt	6	35	55.5	65.7	82.7	58.6	70.8	91.4	58.4	69.8	93.8
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	9	93	67.1	69.7	74.2	70.4	76.7	81.7	71.0	78.1	82.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	12	59.4	69.7	73.3	61.1	75.5	80.1	60.8	76.1	80.3

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 : APM – Project/Program Management
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
	24	219	109.8	137.5	146.5	129.1	141.2	162.3	133.1	145.6	167.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction Project Control Svcs	4	13	---	137.9	---	---	144.7	---	---	152.8	---
Engineering Project Mgmt	6	11	115.2	122.6	139.8	123.4	134.9	150.8	123.4	134.7	176.8
Facilities Construction Project Mgmt	10	52	119.1	144.7	151.9	136.3	148.2	163.0	136.3	148.2	161.8
Information Tech Project Mgmt	7	15	97.6	135.7	140.9	110.2	150.0	161.2	109.7	152.9	170.1
Major Construction Project Mgmt	7	51	128.3	141.3	154.0	141.3	143.1	194.5	141.3	146.2	191.2
Project/Program Mgmt Gnrlist/MultiDisc	13	35	100.7	121.8	140.4	105.6	129.1	143.6	105.7	132.7	143.6

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	18	180	107.6	127.1	141.6	118.2	138.6	147.2	121.3	141.0	152.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	12	139	108.1	127.1	140.3	122.7	139.4	147.1	125.6	138.3	147.1

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

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

WillisTowersWatson 

Function : APM – Project/Program 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
	34	438	134.8	158.5	169.5	155.4	185.0	208.1	160.3	188.3	213.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction Project Control Svcs	10	30	141.2	152.8	160.3	165.6	180.1	192.2	170.1	195.3	201.9
Eltrc Trans and/or Dist Project Mgmt	5	17	135.0	144.9	168.6	155.3	166.6	193.9	159.3	175.7	189.2
Engineering Project Mgmt	17	105	129.9	160.0	180.0	141.9	184.1	213.2	141.6	191.3	216.3
Facilities Construction Project Mgmt	7	16	151.5	163.8	190.0	163.8	181.8	228.0	163.8	194.5	234.6
Information Tech Project Mgmt	16	47	133.0	147.7	160.1	150.2	173.1	192.2	148.5	176.9	192.6
Major Construction Project Mgmt	14	86	142.9	157.4	188.1	164.1	181.9	243.7	165.6	188.4	247.8
Project/Program Mgmt Gnrst/MultiDisc	18	87	139.0	158.2	174.0	165.1	183.2	205.7	169.2	187.3	213.3

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	24	351	132.3	153.7	164.7	153.5	177.9	198.3	155.7	185.9	209.9
US Dollars	7	53	143.7	168.3	179.5	170.4	187.2	215.4	177.0	187.2	224.9

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	52	167.4	178.2	186.0	188.5	215.4	237.2	186.7	208.8	243.7
Integrated E&P and Refining	4	45	---	164.2	---	---	190.8	---	---	190.9	---

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 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	15	232	117.1	137.4	162.4	128.8	159.1	190.4	131.9	162.8	195.6

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

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

WillisTowersWatson 

Function : APM – Project/Program 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
	34	242	158.4	185.1	208.7	185.1	230.2	256.0	186.9	246.0	267.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction Project Control Svcs	7	13	186.8	196.0	224.9	214.9	258.7	281.1	238.0	263.5	280.6
Eltrc Trans and/or Dist Project Mgmt	5	12	153.1	179.7	180.4	184.1	208.2	215.7	188.2	203.0	231.9
Engineering Project Mgmt	15	67	168.7	200.0	215.3	194.9	233.9	264.8	195.9	239.4	267.6
Information Tech Project Mgmt	7	19	144.8	181.8	200.0	168.0	227.5	250.0	167.0	235.0	255.9
Major Construction Project Mgmt	15	46	188.8	206.7	234.6	226.6	272.1	296.8	218.5	280.8	306.2
Project/Program Mgmt Grntst/MultiDisc	17	75	152.7	185.1	200.6	190.4	231.4	245.7	187.5	236.8	254.1

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	26	152	157.3	182.3	201.5	178.4	223.8	249.0	180.3	239.1	257.8
US Dollars	6	63	173.2	195.2	230.7	186.8	232.5	274.2	184.4	242.8	288.7

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)	6	29	200.8	218.8	230.2	240.1	272.9	281.9	253.5	277.1	288.7
Integrated E&P and Refining	5	73	191.2	200.0	227.1	239.1	250.0	255.1	248.1	252.7	261.7
Utility	16	104	147.3	159.6	183.2	159.8	199.4	221.6	161.6	198.9	231.7

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 : APM – Project/Program 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
	20	71	200.9	239.5	246.3	217.1	293.5	319.6	233.5	304.5	339.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Engineering Project Mgmt	5	7	202.6	244.2	278.4	256.6	318.5	364.7	269.1	332.6	389.7
Major Construction Project Mgmt	5	21	216.3	236.1	255.9	---	291.3	---	290.7	310.1	338.0
Project/Program Mgmt	12	30	194.1	216.2	247.5	204.6	270.2	317.8	201.5	296.5	332.5
Grntst/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	56	195.5	222.3	244.8	213.7	273.6	314.9	228.1	297.9	325.3
US Dollars	4	10	---	243.1	---	---	304.1	---	---	315.1	---

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	36	---	236.1	---	---	305.7	---	---	310.8	---
Utility	6	20	166.3	196.8	211.9	188.1	213.7	258.9	185.6	223.4	250.7

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Effective date April 01, 2017

Company weighted statistics

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

WillisTowersWatson 

Function : APM – Project/Program 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
	31	294	82.0	86.1	94.6	87.1	94.7	103.0	86.0	94.6	104.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction Project Control Svcs	6	29	80.3	85.5	95.5	91.0	95.0	99.0	91.7	97.0	109.8
Engineering Project Mgmt	16	97	84.5	92.2	96.3	89.4	96.8	107.2	90.4	101.5	111.1
Project/Program Mgmt	16	149	78.4	85.6	94.1	81.8	94.5	98.6	82.7	90.6	98.4
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	22	226	82.3	85.5	93.0	86.6	94.6	99.4	85.8	94.4	101.4
US Dollars	5	54	68.0	82.0	102.1	70.9	90.2	107.8	72.1	90.1	106.3

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	5	46	83.7	92.5	105.6	95.4	100.0	116.0	92.1	100.0	116.9
Utility	13	129	82.2	86.1	93.5	89.4	92.8	96.1	87.7	94.0	98.3

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 : APM – Project/Program 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
	36	644	100.6	107.3	115.8	109.6	117.9	128.3	111.1	119.2	132.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction Project Control Svcs	7	43	96.1	104.6	115.0	107.4	120.2	132.3	110.7	127.9	135.2
Eltrc Trans and/or Dist Project Mgmt	5	45	95.5	103.3	118.5	105.1	113.6	131.5	105.0	114.6	135.1
Engineering Project Mgmt	18	283	101.5	112.4	121.9	112.8	121.9	129.3	112.7	122.0	131.2
Facilities Construction Project Mgmt	5	14	97.9	113.7	128.8	112.7	125.1	136.0	118.9	133.0	137.9
Information Tech Project Mgmt	14	20	95.6	106.4	117.5	108.3	125.8	133.9	106.1	121.1	134.3
Major Construction Project Mgmt	11	26	108.0	115.0	127.9	119.0	125.6	143.3	126.4	134.5	140.5
Project/Program Mgmt Grntst/MultiDisc	17	194	91.8	105.0	119.2	99.1	116.5	127.1	100.0	115.4	133.8

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	23	379	100.9	104.9	111.9	109.2	116.2	126.0	111.0	117.5	128.3
US Dollars	8	169	99.3	112.2	133.6	108.2	123.8	143.8	109.2	127.5	141.3

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	99.1	102.0	125.0	---	123.8	---	112.9	122.7	132.9
Integrated E&P and Refining	5	79	99.2	104.9	131.4	115.1	122.6	141.6	115.8	129.2	144.8

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

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	15	331	98.9	109.9	113.9	108.8	114.5	126.4	110.9	115.1	129.9

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 : APM – Project/Program 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
	37	785	120.3	128.3	142.1	132.3	150.4	163.8	129.7	152.7	167.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction Project Control Svcs	15	117	128.6	134.1	159.3	146.8	154.2	192.7	149.1	160.8	201.9
Engineering Project Mgmt	21	239	123.9	127.3	139.5	137.1	149.3	161.4	136.4	149.3	162.5
Facilities Construction Project Mgmt	5	20	123.7	138.0	150.8	144.6	153.1	165.0	148.6	163.0	165.7
Information Tech Project Mgmt	17	47	117.5	125.9	139.0	136.3	143.8	166.7	127.5	144.1	160.9
Major Construction Project Mgmt	9	102	115.7	128.0	135.7	134.2	146.4	158.0	132.2	144.1	182.0
Project/Program Mgmt	18	212	115.9	132.2	143.6	124.3	153.1	161.7	123.7	155.2	168.1
Grnstr/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	23	468	117.5	127.2	131.1	129.8	146.4	153.4	122.1	150.7	156.6
US Dollars	7	173	115.6	137.4	141.8	129.3	158.8	164.1	134.3	157.1	164.1

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	33	137.4	141.8	163.1	161.8	164.8	194.0	157.1	163.1	179.6
Integrated E&P and Refining	5	183	130.1	132.5	159.9	154.1	158.8	177.5	156.6	158.8	187.9
Utility	12	291	116.3	124.3	129.3	120.9	140.0	148.5	120.2	140.2	150.0

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 : APM – Project/Program 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
	29	407	146.1	158.5	174.5	167.0	192.4	208.4	169.4	202.2	215.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Construction Project Control Svcs	9	39	152.2	177.1	189.1	184.0	202.7	223.5	183.5	202.7	216.3
Eltrc Trans and/or Dist Project Mgmt	4	4	---	145.7	---	---	167.5	---	---	172.8	---
Engineering Project Mgmt	14	69	152.3	175.4	213.3	184.9	209.2	237.4	186.4	212.4	245.2
Facilities Construction Project Mgmt	6	11	149.7	160.7	206.2	177.8	195.3	219.7	183.3	201.1	221.8
Information Tech Project Mgmt	8	14	141.2	150.3	156.4	174.3	182.3	188.5	171.3	183.4	188.9
Major Construction Project Mgmt	11	140	141.5	163.7	193.3	181.2	197.5	231.9	181.0	207.1	232.8
Project/Program Mgmt Grntst/MultiDisc	15	123	157.7	164.5	183.0	181.1	200.0	219.0	173.4	209.9	237.5

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	20	347	143.8	153.1	163.5	166.1	184.3	198.6	169.0	183.8	205.7
US Dollars	5	38	137.9	163.5	196.9	142.5	202.0	212.5	141.0	202.3	211.3

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	90	152.9	178.7	202.4	---	209.7	---	177.6	207.3	220.3
Integrated E&P and Refining	5	118	154.9	165.3	223.2	189.7	198.6	257.3	188.0	209.0	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

Willis Towers Watson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	10	107	142.3	151.1	169.2	162.6	168.0	221.0	166.5	176.2	222.5

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	50	162.6	189.4	224.4	184.0	236.7	258.1	189.9	243.3	273.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Project/Program Mgmt	6	38	159.0	167.9	247.9	171.0	202.6	267.2	169.2	208.1	267.9
Grntst/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	40	158.0	187.2	194.1	174.0	224.6	242.6	181.1	226.0	262.4

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 : APM – Project/Program Management
 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
6	7	51.2	60.6	76.6	54.8	66.5	84.3	55.0	67.0	88.2

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 : APM – Project/Program Management
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
	6	21	68.7	76.5	96.2	72.0	84.0	100.2	71.9	84.9	106.9

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	5	20	64.9	73.0	104.6	67.0	80.3	109.9	67.0	82.1	111.3

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 : AQY – Quality Assurance Methods
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	21	64.4	69.2	95.7	---	79.2	---	69.9	77.2	98.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	4	20	---	67.8	---	---	---	---	---	75.8	---

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 : AQY – Quality Assurance Methods
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
	10	15	121.4	132.8	142.9	137.1	147.7	159.3	142.2	151.8	171.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	7	12	122.0	129.8	144.1	137.3	151.7	163.6	149.1	159.1	172.2

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	10	15	121.4	132.8	142.9	137.1	147.7	159.3	142.2	151.8	171.4

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	6	118.0	129.8	139.2	131.0	142.5	152.6	133.4	142.5	150.8

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 : AQY – Quality Assurance Methods
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
	13	49	115.9	143.1	158.1	132.5	171.1	193.6	130.3	170.6	199.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	8	32	136.0	151.7	159.2	160.9	182.0	194.2	165.2	189.2	201.3
QA Methods Gnrlist/MultiDisc	4	13	---	124.4	---	---	139.2	---	---	141.1	---
Supplier Quality Assurance	4	4	---	115.9	---	---	132.4	---	---	130.8	---

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	40	124.4	143.1	154.3	139.2	171.1	187.8	141.4	170.6	195.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	14	102.4	121.0	144.3	102.4	145.3	169.7	102.4	141.8	173.8

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

WillisTowersWatson 

Function : AQY – Quality Assurance Methods
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
	16	31	153.4	186.5	189.9	172.5	224.8	237.5	187.1	230.4	253.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	7	16	157.6	185.7	189.5	193.8	225.4	238.3	210.7	217.2	248.2
QA Methods Gnrlist/MultiDisc	9	10	142.8	169.1	191.0	154.1	224.8	243.6	157.4	230.8	270.4

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	14	24	160.0	186.5	189.6	190.2	224.8	235.9	202.9	230.4	249.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	12	125.9	156.7	186.9	125.9	197.4	230.3	125.9	195.0	238.3

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 : AQY – Quality Assurance Methods
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	5	183.3	208.1	234.2	---	285.9	---	199.3	292.5	312.9

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	---	216.3	---	---	---	---	---	293.5	---

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	98	78.2	84.6	92.2	82.6	89.6	104.4	83.8	90.5	104.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	9	69	77.9	80.0	89.9	83.0	87.6	91.3	83.9	89.5	95.9
QA Methods Gnrlist/MultiDisc	4	14	---	89.3	---	---	100.6	---	---	106.7	---

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	9	85	77.9	84.1	90.8	83.0	87.6	103.3	83.9	89.5	108.8

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	25	---	92.0	---	---	98.0	---	---	98.7	---
Utility	4	32	---	84.6	---	---	88.9	---	---	88.0	---

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 : AQY – Quality Assurance Methods
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
	18	173	96.7	107.1	117.6	111.6	119.5	130.1	113.2	120.5	135.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	15	129	96.8	108.7	117.0	111.6	121.2	130.7	114.7	117.7	145.0
QA Methods Gnrst/MultiDisc	6	32	99.3	108.8	120.3	109.4	124.6	133.7	112.8	125.2	133.5

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	133	96.5	103.4	115.3	110.2	115.5	128.3	110.1	117.2	127.3
US Dollars	4	33	---	114.4	---	---	125.5	---	---	130.6	---

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	5	---	114.4	---	---	---	---	---	141.3	---
Integrated E&P and Refining	5	41	95.9	101.7	121.3	112.1	116.9	130.4	113.2	120.9	131.8
Utility	7	43	103.1	108.7	118.1	113.0	119.5	129.2	114.7	120.2	132.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

Function : AQY – Quality Assurance Methods
Level : P4 – Specialist (P4)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	218	119.5	126.6	132.2	136.3	143.8	151.9	134.6	143.7	155.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	15	155	118.3	121.9	131.5	131.8	139.0	152.9	133.0	139.6	160.8
QA Methods Gnrlist/MultiDisc	10	40	126.1	131.4	145.9	141.6	151.6	160.0	141.8	148.0	162.9
Six Sigma Process	4	18	---	127.9	---	---	136.0	---	---	137.4	---

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	14	162	118.7	124.1	130.5	135.2	142.0	149.7	133.1	138.4	149.7
US Dollars	4	31	---	127.5	---	---	139.9	---	---	141.5	---

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	5	62	122.7	128.2	150.3	141.6	151.9	172.5	140.1	160.7	180.1
Utility	7	40	106.9	123.4	132.1	119.6	132.3	145.3	132.3	133.2	139.0

All values in Canadian Dollar
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Company weighted statistics
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2017 Energy Services MMPS Compensation Survey – Canada
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TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AQY – Quality Assurance Methods
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
	13	51	152.9	159.7	168.9	179.2	188.4	201.5	179.1	191.1	210.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Business Process Improvement	7	34	143.0	154.8	157.4	176.9	184.5	187.2	177.6	181.2	195.8
QA Methods Gnrst/MultiDisc	5	11	149.3	162.5	179.7	168.3	191.1	201.0	171.0	191.1	211.1

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	6	35	143.0	153.8	168.7	175.1	183.4	202.7	174.0	180.9	209.8
US Dollars	5	13	157.7	161.5	176.8	176.5	191.1	195.6	179.2	193.0	204.3

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	5	17	147.9	168.4	202.1	181.1	191.1	239.6	179.4	191.1	244.9

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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
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Willis Towers Watson 

Function : ARE – Real Estate and Facilities
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
	15	82	67.5	70.7	73.8	67.9	81.0	85.8	67.5	80.2	86.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Land Administration	9	57	62.2	69.7	72.9	67.6	78.5	80.9	62.2	78.3	80.3
Land Negotiations	4	7	---	74.1	---	---	---	---	---	86.2	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	10	63	58.4	69.5	73.8	65.1	80.7	87.1	61.1	79.8	87.1

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)	6	48	65.4	71.3	72.5	79.5	81.4	83.7	72.1	81.4	86.1
Integrated E&P and Refining	4	17	---	75.4	---	---	85.5	---	---	86.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowers Watson 

Function : ARE – Real Estate and Facilities
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
	24	80	103.3	122.2	137.4	116.9	136.3	159.7	118.6	142.7	160.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	16	34	98.9	108.7	137.0	105.0	120.2	147.5	104.0	124.9	148.0
Land Administration	8	16	96.5	115.3	125.4	108.9	130.7	149.5	120.8	137.7	160.0
Land Negotiations	5	7	108.4	126.8	157.5	119.3	147.1	185.2	118.0	147.9	194.2

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	17	70	105.6	124.8	141.5	119.6	138.1	167.4	123.7	140.1	173.7
US Dollars	4	7	---	122.1	---	---	132.3	---	---	132.6	---

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	30	103.4	126.0	137.8	132.1	148.7	160.9	143.5	155.4	163.1
Integrated E&P and Refining	5	12	108.0	125.3	142.3	117.1	139.8	174.3	115.7	140.1	182.2
Utility	7	29	84.4	114.4	131.2	92.2	123.3	131.2	94.6	123.4	131.2

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 : ARE – Real Estate and Facilities
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
	31	108	125.0	143.5	159.5	142.0	174.1	187.2	141.8	177.5	198.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	17	23	114.5	132.9	146.2	131.7	152.9	175.5	130.9	154.0	180.0
Land Administration	8	17	125.5	153.5	162.4	159.7	190.5	199.5	171.6	197.3	201.2
Land Contracts	4	8	---	148.2	---	---	179.1	---	---	186.1	---
Land Mgmt	10	17	147.5	153.1	160.3	168.6	184.9	189.1	174.0	188.6	201.9
Land Negotiations	11	18	159.0	165.9	185.1	196.1	205.6	229.5	209.0	218.3	223.2
Real Estate Facilities	8	14	111.4	140.9	180.1	117.5	167.3	195.5	118.9	170.5	195.3
Grntst/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	66	119.5	136.3	152.5	133.7	165.8	185.4	130.9	172.7	192.5
US Dollars	5	21	118.2	151.5	172.8	128.1	178.8	191.4	130.9	180.9	198.3

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	41	144.9	162.1	172.1	180.6	196.7	236.0	193.6	203.6	258.8
Integrated E&P and Refining	4	24	---	157.2	---	---	184.0	---	---	183.7	---
Utility	11	25	102.5	125.0	139.7	102.5	142.0	159.3	102.5	141.8	153.0

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 : ARE – Real Estate and Facilities
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
	19	58	159.8	194.5	213.1	192.2	252.3	274.5	203.3	252.7	293.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	4	5	---	205.7	---	---	255.1	---	---	274.5	---
Land Contracts	5	10	174.0	180.3	235.0	---	251.6	---	211.4	235.7	343.1
Land Mgmt	8	15	165.2	210.4	227.5	204.9	271.7	286.0	217.6	286.6	314.9
Land Negotiations	6	12	192.6	206.9	213.2	256.8	261.9	282.7	253.8	271.6	296.2
Real Estate Facilities	6	10	141.9	167.3	195.2	166.8	200.8	231.9	170.2	203.4	254.3
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	14	39	154.8	174.5	203.9	180.1	208.5	269.6	182.3	225.6	290.4

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	26	175.2	206.0	213.1	240.2	255.8	299.2	230.2	277.2	308.4
Integrated E&P and Refining	4	21	---	205.0	---	---	252.9	---	---	255.9	---
Utility	4	5	---	153.0	---	---	181.8	---	---	176.2	---

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

Willis Towers Watson 

Function : ARE – Real Estate and Facilities
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
	8	12	182.6	208.3	231.8	219.6	279.1	345.6	238.8	279.7	344.1

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	6	9	164.5	204.9	227.5	182.0	243.8	290.5	210.8	270.2	292.0

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 : ARE – Real Estate and Facilities
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
	22	138	78.8	82.8	91.2	88.5	93.1	100.7	87.9	94.1	102.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	8	25	85.2	86.8	116.5	93.3	98.4	116.5	95.2	102.0	116.5
Land Administration	11	47	70.0	83.9	92.2	82.1	90.6	103.5	71.4	88.9	103.2
Land Contracts	4	8	---	90.9	---	---	---	---	---	96.1	---
Land Mgmt	6	8	67.2	82.4	93.0	79.0	90.9	117.4	77.3	86.1	106.7
Land Negotiations	9	14	80.6	85.9	88.7	90.6	99.0	111.5	87.8	99.8	105.7
Land/Right-of-Way	4	19	---	82.3	---	---	85.5	---	---	86.9	---
Real Estate Facilities	7	14	75.0	100.4	111.9	82.5	103.3	113.3	84.8	103.3	113.3
Gnrlist/MultiDisc											

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	12	94	77.1	83.1	89.8	88.0	96.5	102.3	87.9	99.4	103.0
US Dollars	5	24	77.4	80.6	88.7	80.9	88.9	92.9	80.3	88.6	92.7

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	49	76.1	79.9	83.6	88.9	92.8	99.2	86.5	92.3	100.1
Integrated E&P and Refining	5	46	85.2	90.5	95.7	95.5	98.0	106.7	96.2	102.3	109.5
Utility	6	17	76.4	84.2	106.1	76.4	91.8	106.1	76.4	94.0	106.1

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 : ARE – Real Estate and Facilities
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
	29	259	90.8	96.8	101.0	96.4	109.0	117.2	97.3	109.6	121.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	11	31	94.3	98.7	103.9	95.4	109.5	117.9	95.8	113.2	121.0
Land Administration	15	64	82.0	88.5	101.2	93.5	106.3	115.4	93.3	103.2	118.5
Land Contracts	10	34	87.7	100.3	107.3	105.2	113.4	129.8	103.0	114.9	126.6
Land Mgmt	9	27	92.9	98.4	104.7	108.4	113.9	130.8	102.2	116.2	131.9
Land Negotiations	12	25	94.3	103.0	110.7	110.9	118.5	135.3	109.4	120.5	136.5
Real Estate Facilities	6	14	79.4	93.4	115.3	81.1	104.5	127.7	81.6	102.0	128.9
Grnrst/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	18	193	90.7	96.2	98.5	97.3	107.4	114.7	97.7	109.9	117.3
US Dollars	5	35	85.2	94.7	120.9	92.3	105.1	127.6	93.6	103.2	127.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	11	118	84.5	96.8	109.0	102.3	112.8	140.7	98.9	109.6	139.5
Integrated E&P and Refining	4	37	---	99.1	---	---	114.7	---	---	118.2	---
Utility	8	50	85.3	94.5	104.9	86.7	97.8	115.7	86.1	97.6	118.1

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 : ARE – Real Estate and Facilities
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
	27	242	109.9	121.6	126.5	124.8	141.7	149.1	125.4	143.1	148.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	10	26	102.8	123.4	139.9	112.1	140.8	161.1	115.0	141.5	169.8
Land Administration	11	45	92.2	106.2	124.6	111.4	124.9	147.2	105.6	120.7	143.0
Land Contracts	9	43	101.7	113.9	134.8	119.9	135.1	162.1	125.4	138.2	158.5
Land Mgmt	17	60	122.5	126.0	131.6	138.9	144.1	152.6	137.1	148.5	161.3
Land Negotiations	13	44	118.6	122.0	144.4	141.8	146.0	165.7	141.5	151.3	165.4
Land/Right-of-Way	5	14	114.4	120.4	123.2	128.1	138.9	143.2	127.6	137.2	140.6

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	16	180	104.7	118.4	123.9	123.2	137.1	142.3	121.9	140.3	148.3
US Dollars	5	25	108.5	126.2	137.6	117.5	144.5	147.5	120.8	141.6	147.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	112	109.6	120.2	134.6	133.4	144.5	164.6	130.0	145.9	161.2
Integrated E&P and Refining	5	71	121.0	125.3	146.9	143.2	148.7	163.7	145.9	148.9	173.4
Utility	6	17	108.8	122.3	124.1	110.4	136.5	142.5	108.8	133.9	146.8

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 : ARE – Real Estate and Facilities
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
	13	80	137.1	145.1	160.1	169.1	179.3	191.6	166.6	186.0	194.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Land Contracts	6	15	119.7	135.1	152.6	146.3	165.3	175.3	158.8	165.9	176.4
Land Mgmt	9	22	141.3	149.2	166.5	176.6	183.3	195.3	179.9	183.4	194.1
Land Negotiations	9	18	142.5	156.9	174.7	182.2	201.8	208.9	185.5	208.3	213.7

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	9	56	137.1	145.0	156.3	169.4	179.3	193.4	173.3	186.0	198.9
US Dollars	4	24	---	151.2	---	---	179.5	---	---	176.4	---

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	58	122.1	145.1	155.4	169.7	176.5	185.3	145.0	185.7	190.3
Integrated E&P and Refining	4	18	---	163.3	---	---	193.8	---	---	194.3	---

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 : ARE – Real Estate and Facilities
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
	10	13	183.5	194.0	218.4	224.4	236.9	267.1	227.8	242.8	273.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Land Negotiations	6	8	184.2	199.1	218.4	224.4	240.2	267.1	236.2	252.7	273.7

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	4	5	---	188.5	---	---	239.4	---	---	254.4	---
US Dollars	5	7	160.2	196.0	223.2	177.3	235.2	256.4	177.0	229.1	254.4

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	8	184.7	192.0	201.9	224.1	235.2	261.0	226.5	240.5	267.0
Integrated E&P and Refining	4	4	---	225.1	---	---	251.6	---	---	264.5	---

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 : ARE – Real Estate and Facilities
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
	5	22	41.6	51.1	60.2	47.9	58.5	66.8	49.8	58.7	68.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Land Administration	4	19	---	53.5	---	---	60.6	---	---	61.3	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	18	---	53.6	---	---	60.7	---	---	61.3	---

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 : ARE – Real Estate and Facilities
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
	16	93	59.9	68.1	73.5	64.4	76.5	82.4	64.1	79.7	85.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	4	8	---	65.8	---	---	68.6	---	---	74.5	---
Land Administration	10	60	62.0	68.1	73.5	71.3	78.1	81.3	72.9	79.7	84.8

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	13	72	60.3	71.2	73.6	65.7	77.5	82.2	65.3	81.8	85.5

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)	4	38	---	68.1	---	---	78.6	---	---	81.6	---
Utility	6	25	59.1	67.4	80.7	59.1	71.9	85.8	59.1	73.6	86.6

All values in Canadian Dollar

Effective date April 01, 2017

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

WillisTowersWatson 

Function : ARE – Real Estate and Facilities
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
	15	100	74.1	79.9	96.1	76.7	95.5	104.8	76.9	96.8	108.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Facilities Mgmt	5	14	72.6	80.0	98.7	80.4	92.0	104.3	83.5	96.8	113.8
Land Administration	11	50	75.0	79.1	86.4	80.7	94.3	99.4	82.3	98.4	101.8

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	11	71	76.5	84.2	96.8	83.8	96.8	104.8	86.5	98.5	112.3

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)	4	22	---	84.1	---	---	100.1	---	---	104.5	---
Integrated E&P and Refining	4	32	---	76.7	---	---	84.4	---	---	87.7	---
Utility	4	37	---	86.9	---	---	86.9	---	---	86.9	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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