

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

WillisTowersWatson 

Function : ARE – Real Estate and Facilities  
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
	14	38	79.3	89.9	104.6	86.9	103.4	122.0	86.4	107.1	126.3

### 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	7	74.2	89.3	115.7	77.6	104.4	135.0	76.7	109.0	147.9
Land Administration	10	27	85.7	92.9	104.5	95.4	106.4	122.2	94.9	108.6	127.4

### 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	9	27	81.6	101.6	106.4	90.3	117.6	123.5	92.5	123.5	131.4

### 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	16	77.5	87.3	101.1	88.3	98.9	121.3	87.1	101.5	130.8
Integrated E&P and Refining	4	14	---	96.1	---	---	112.2	---	---	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

WillisTowersWatson 

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

**Total Sample**

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	62	---	78.9	---	---	80.0	---	---	80.0	---

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Research Science	4	62	---	78.9	---	---	80.0	---	---	80.0	---
Generalist/MultiDisc											

*All values in Canadian Dollar*

*Effective date April 01, 2017*

*Company weighted statistics*

*All monetary values in thousands*

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

WillisTowersWatson 

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

### Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	23	139.9	169.5	179.6	159.6	189.0	201.3	160.2	189.0	211.3

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Research Science	5	23	139.9	169.5	179.6	159.6	189.0	201.3	160.2	189.0	211.3
Generalist/MultiDisc											

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

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

### Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	12	---	203.6	---	---	235.6	---	---	237.4	---

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Research Science	4	12	---	203.6	---	---	235.6	---	---	237.4	---
Generalist/MultiDisc											

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

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

WillisTowersWatson 

**Function : ARS – Research Science**  
**Level : P2 – Intermediate (P2)**

**Total Sample**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	66	77.2	89.7	96.3	83.0	93.3	99.3	83.0	95.3	100.3

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Research Science	6	66	77.2	89.7	96.3	83.0	93.3	99.3	83.0	95.3	100.3
Generalist/MultiDisc											

*All values in Canadian Dollar*  
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*All monetary values in thousands*

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

WillisTowersWatson 

Function : ARS – Research Science  
 Level : P3 – Career (P3)

### Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
6	185	107.5	114.2	117.9	112.3	117.6	125.5	115.6	118.9	126.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Research Science	6	185	107.5	114.2	117.9	112.3	117.6	125.5	115.6	118.9	126.8
Generalist/MultiDisc											

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 : ARS – Research Science**  
**Level : P4 – Specialist (P4)**

**Total Sample**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	165	123.4	134.6	151.2	125.4	142.6	171.6	125.4	144.3	176.9

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Research Science	8	165	123.4	134.6	151.2	125.4	142.6	171.6	125.4	144.3	176.9
Generalist/MultiDisc											

**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	45	---	128.3	---	---	137.2	---	---	138.9	---

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	71	132.3	158.1	180.4	132.3	187.3	213.7	132.3	186.4	219.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Research Science	8	71	132.3	158.1	180.4	132.3	187.3	213.7	132.3	186.4	219.2
Generalist/MultiDisc											

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	12	131.5	157.3	166.8	133.3	184.1	200.2	133.2	173.7	212.3

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 : ASC – Supply Chain and Logistics  
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
	29	207	94.4	119.8	130.5	104.8	127.2	146.2	103.2	133.3	149.4

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	7	12	89.5	111.7	142.7	93.6	128.4	164.1	96.1	134.9	166.8
Materials Mgmt	9	30	111.1	130.8	144.8	116.9	143.3	163.0	114.9	144.1	155.9
Purchasing	17	36	103.3	119.1	128.5	118.7	127.7	148.7	113.8	126.7	149.8
Generalist/Multidiscipline											
Supply Chain Logistics	15	43	96.4	131.3	143.0	107.5	141.6	161.7	104.1	149.4	166.6
Gnrst/MultiDisc											
Transportation	5	5	101.9	125.4	132.5	---	137.3	---	108.0	133.4	160.0
Warehousing	16	67	94.8	104.4	122.6	101.1	114.9	132.8	101.6	115.2	141.7

### 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	18	157	94.2	111.6	122.1	107.6	119.2	139.6	103.5	121.9	141.6
US Dollars	7	24	82.0	129.6	145.4	86.9	144.4	147.4	88.3	144.0	149.4

### 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	39	125.1	132.4	145.4	125.8	157.2	169.0	127.0	155.4	167.3
Utility	11	56	93.3	107.2	122.5	101.3	117.9	132.1	102.6	120.5	140.0

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 : ASC – Supply Chain and Logistics  
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
	23	194	62.6	70.1	78.9	70.3	75.2	81.7	70.1	76.1	81.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	7	17	74.3	76.2	83.7	76.2	83.7	90.2	76.2	83.4	91.6
Materials Mgmt	8	18	69.2	76.5	91.0	70.4	83.1	98.9	70.7	84.7	98.3
Purchasing	14	61	60.1	68.0	72.0	63.7	72.6	77.4	63.9	74.0	77.9
Generalist/Multidiscipline											
Supply Chain Logistics	10	68	68.7	74.2	79.7	75.5	80.0	90.5	76.1	79.9	92.1
Gnrlist/MultiDisc											
Warehousing	7	13	63.3	72.7	87.0	74.6	83.0	94.2	64.3	82.8	92.2

### 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	16	151	62.1	67.2	73.7	70.1	73.7	80.9	66.3	75.2	80.7

### 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	19	62.4	70.7	80.7	72.6	80.5	87.0	69.2	77.3	83.6
Integrated E&P and Refining	5	57	67.8	71.5	83.2	76.8	82.2	88.4	76.5	84.9	91.0
Utility	5	58	54.2	70.1	86.4	57.8	70.1	87.6	58.0	70.1	87.5

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 : ASC – Supply Chain and Logistics

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
	37	243	133.1	147.6	161.4	163.1	177.3	193.8	152.4	184.3	202.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	8	16	142.1	154.0	169.7	170.2	177.2	201.8	169.8	188.0	201.0
Materials Mgmt	8	16	98.2	147.3	173.6	99.3	179.0	199.1	98.9	179.0	195.1
Purchasing	23	73	135.7	144.2	152.8	156.1	167.0	183.4	148.2	177.4	199.7
Generalist/Multidiscipline											
Supply Chain Logistics	25	92	139.3	153.8	183.4	166.3	184.5	218.9	172.4	193.5	228.2
Gnrlist/MultiDisc											
Technical Purchasing	4	6	---	155.3	---	---	188.7	---	---	193.6	---
Warehousing	10	18	109.1	132.0	166.6	122.3	161.2	202.5	123.5	144.2	208.1

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	189	130.4	146.4	155.5	153.1	177.0	189.1	147.9	179.3	198.3
US Dollars	7	32	143.0	151.5	180.0	163.0	176.7	214.5	157.3	188.7	221.3

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	33	138.8	172.2	182.6	179.0	201.2	215.6	184.9	203.1	222.6
Integrated E&P and Refining	5	83	141.8	151.2	175.2	170.1	184.8	194.9	172.2	190.3	200.5
Utility	13	72	114.7	135.0	153.2	122.3	155.2	180.4	120.7	153.5	189.9

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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Function/Level Scope Break Table  
TOTAL SAMPLE  
August 2017

Willis Towers Watson 

Function : ASC – Supply Chain and Logistics  
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	126	150.7	174.0	200.1	179.8	223.8	250.4	170.4	227.6	266.2

#### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	4	7	---	181.2	---	---	213.2	---	---	216.3	---
Purchasing	14	43	140.2	165.1	197.9	167.4	202.1	248.8	155.0	212.5	266.4
Generalist/Multidiscipline											
Supply Chain Logistics	20	53	147.7	178.4	215.0	147.6	229.3	266.3	149.7	228.9	268.2
Generalist/MultiDisc											

#### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	20	84	148.5	170.2	199.7	159.8	208.6	250.4	157.9	223.5	268.9
US Dollars	5	24	158.2	185.0	227.5	174.9	231.3	263.7	183.4	237.8	267.1

#### 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)	5	13	178.4	215.6	226.8	---	259.6	---	212.9	237.8	288.5
Integrated E&P and Refining	5	44	171.3	198.8	222.2	214.0	244.2	250.3	227.3	244.2	259.1
Utility	10	37	139.3	153.3	181.0	144.7	187.1	236.1	143.8	185.9	238.6

All values in Canadian Dollar  
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All monetary values in thousands

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

WillisTowersWatson 

Function : ASC – Supply Chain and Logistics  
Level : M4 – Group Manager (M4)

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	15	28	206.8	216.0	235.8	256.6	291.7	311.4	238.8	304.4	319.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Purchasing Generalist/Multidiscipline	6	6	170.4	213.9	230.0	196.8	278.1	295.7	199.6	274.4	289.8
Supply Chain Logistics Gnrst/MultiDisc	8	17	208.0	233.9	249.3	259.1	304.2	324.9	274.2	297.2	320.3

### 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	10	23	205.3	213.4	234.6	254.8	275.3	304.3	236.0	291.3	309.3

### 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	4	---	225.5	---	---	---	---	---	302.4	---
Integrated E&P and Refining	4	12	---	235.0	---	---	304.3	---	---	306.0	---

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 : ASC – Supply Chain and Logistics**  
**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
	33	504	75.5	83.6	91.8	86.0	91.7	98.7	85.7	95.2	102.1

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	10	28	76.8	84.1	90.7	77.6	92.5	98.4	78.0	95.4	101.1
Materials Mgmt	9	42	80.4	85.0	96.8	88.3	96.5	102.8	88.0	97.7	103.8
Purchasing	28	269	78.5	85.2	96.6	87.6	94.4	102.0	86.3	96.0	106.1
Generalist/Multidiscipline											
Supply Chain Logistics	20	90	76.3	82.5	92.0	84.6	90.9	101.9	80.9	93.2	104.9
Gnrlist/MultiDisc											
Technical Purchasing	5	24	71.4	86.6	93.9	77.0	92.9	103.4	78.7	92.9	106.2
Transportation	5	7	79.2	81.9	82.7	84.4	89.8	91.8	85.4	91.1	110.0
Warehousing	5	14	69.0	86.4	101.1	74.5	99.4	107.7	74.6	100.8	119.5

**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	372	74.8	83.0	90.3	84.8	91.2	97.0	82.9	91.2	97.6
US Dollars	6	81	71.9	80.6	99.3	75.7	89.5	102.0	76.9	93.6	101.4

**Company Industry**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	68	75.5	83.1	97.7	88.3	94.1	103.3	89.0	98.0	104.0
Integrated E&P and Refining	5	256	82.9	86.4	95.6	94.4	98.6	102.0	94.1	98.6	109.0
Utility	8	69	73.5	90.2	97.7	76.2	95.4	99.4	74.9	95.6	99.7

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 : ASC – Supply Chain and Logistics**  
**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	638	94.4	102.5	110.4	105.0	115.2	121.6	105.0	114.3	123.7

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	16	111	93.2	100.4	112.0	97.3	112.1	124.8	97.3	112.0	125.0
Materials Mgmt	11	47	100.0	103.3	108.7	112.4	116.3	124.1	108.7	119.8	129.2
Purchasing	32	273	94.5	102.9	109.5	105.0	111.9	122.8	105.9	113.4	125.5
Generalist/Multidiscipline											
Supply Chain Logistics	23	111	93.0	102.6	116.5	106.2	114.3	130.6	102.4	114.0	131.3
Gnrst/MultiDisc											
Technical Purchasing	7	38	90.8	109.5	114.5	98.2	122.2	130.8	101.0	125.1	138.4
Transportation	7	20	87.5	98.7	103.2	93.2	110.4	114.2	93.2	110.5	117.2

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	24	432	93.9	101.4	107.2	103.4	110.8	120.7	101.5	111.8	120.7
US Dollars	5	107	92.7	106.3	119.8	100.2	119.1	126.4	101.4	120.5	125.0

### 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)	10	87	97.8	104.6	111.3	113.8	121.4	135.4	114.2	123.1	134.2
Integrated E&P and Refining	5	144	99.1	101.7	120.2	113.8	121.3	128.7	117.8	126.0	130.7
Utility	12	271	92.5	105.2	111.1	94.0	110.4	119.8	93.3	110.4	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 : ASC – Supply Chain and Logistics  
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	505	113.5	122.9	133.1	130.6	143.2	154.7	126.7	144.0	155.7

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	11	39	109.2	118.0	125.9	125.9	133.2	147.7	125.9	133.6	157.5
Materials Mgmt	10	34	115.1	124.8	147.1	134.9	146.6	166.0	131.0	146.0	171.9
Purchasing	25	246	114.1	121.2	131.0	132.3	141.8	151.9	130.6	144.7	157.2
Generalist/Multidiscipline											
Supply Chain Logistics	18	104	114.7	127.9	137.0	133.2	149.2	160.7	129.3	144.7	166.2
Gnrlist/MultiDisc											
Technical Purchasing	7	26	104.9	132.1	155.3	111.1	155.3	159.0	113.0	155.3	165.1
Transportation	4	7	---	136.5	---	---	156.9	---	---	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	19	334	113.5	119.0	124.1	130.6	139.8	146.6	126.7	141.5	149.7
US Dollars	6	81	104.5	131.1	139.9	110.5	150.1	155.9	112.9	149.3	159.5

### 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	99	117.1	133.3	159.8	145.1	156.2	175.1	143.0	159.5	180.5
Integrated E&P and Refining	5	198	121.7	123.5	152.5	144.1	148.2	168.1	145.6	152.9	172.6
Utility	7	69	106.1	108.4	117.0	108.3	122.7	140.4	108.3	112.3	139.3

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	16	63	139.2	151.0	162.6	170.9	179.4	197.3	167.6	186.0	197.4

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Purchasing Generalist/Multidiscipline	9	18	141.8	147.4	156.1	166.7	181.1	185.0	168.8	185.7	194.8
Supply Chain Logistics Gnrst/MultiDisc	8	22	134.3	152.8	198.1	169.7	199.1	246.1	166.6	192.9	235.1
Technical Purchasing	4	7	---	180.8	---	---	197.3	---	---	196.5	---

### 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	10	44	134.6	143.6	152.3	164.8	177.8	181.9	166.0	179.0	192.4
US Dollars	4	14	---	164.6	---	---	198.9	---	---	195.9	---

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	17	134.6	161.9	178.5	---	193.5	---	162.5	190.3	195.9
Integrated E&P and Refining	5	26	145.9	162.8	210.8	178.6	195.4	242.4	186.6	199.0	249.8

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 : ASC – Supply Chain and Logistics  
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
4	5	---	151.8	---	---	179.8	---	---	191.7	---

*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 : ASC – Supply Chain and Logistics**  
**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
	11	55	50.9	62.3	68.5	51.2	64.7	73.5	54.5	66.0	74.0

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Warehousing	4	38	---	65.3	---	---	---	---	---	71.7	---

**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	50	47.6	58.4	67.0	46.6	64.7	72.0	49.4	66.0	72.2

*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 : ASC – Supply Chain and Logistics  
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
	26	398	61.5	67.5	80.3	63.1	73.0	84.1	63.1	73.3	84.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	4	14	---	68.8	---	---	73.0	---	---	71.5	---
Materials Mgmt	9	33	57.2	64.0	69.6	61.5	64.5	72.3	62.0	64.5	75.6
Purchasing	9	46	61.5	67.5	90.9	64.4	67.5	93.2	65.2	67.5	93.9
Generalist/Multidiscipline											
Supply Chain Logistics	5	26	52.5	61.4	83.2	56.5	68.3	87.6	56.3	63.0	88.3
Gnrlist/MultiDisc											
Warehousing	10	247	64.9	72.0	80.0	69.9	78.9	88.5	70.9	81.8	88.5

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	17	144	62.5	70.4	82.2	66.6	73.7	84.4	64.6	81.5	84.3
US Dollars	5	19	59.2	63.2	79.0	60.9	63.2	82.4	61.4	63.2	83.0

### 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	49	---	72.1	---	---	---	---	---	81.8	---
Utility	9	283	62.1	73.0	84.3	63.3	73.0	87.5	63.1	73.0	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

Willis Towers Watson 

Function : ASC – Supply Chain and Logistics  
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
	28	241	67.2	75.4	83.5	74.6	81.9	91.3	72.5	82.5	95.7

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Logistics	5	25	63.0	76.0	89.1	66.2	76.4	96.8	64.0	76.0	100.2
Materials Mgmt	6	20	61.7	84.5	91.6	69.0	84.5	98.4	70.4	84.5	101.2
Purchasing	13	61	59.6	70.1	85.7	61.9	76.3	88.0	61.8	77.3	88.2
Generalist/Multidiscipline											
Transportation	5	81	49.8	81.0	91.7	50.8	90.7	100.5	50.8	86.8	104.1
Warehousing	12	35	73.6	78.7	80.4	78.3	81.9	91.3	78.4	82.8	95.2

### 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	20	181	65.3	77.3	83.5	69.0	82.7	91.3	71.0	84.4	95.7

### 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)	5	11	67.5	73.3	77.5	---	78.5	---	76.9	78.5	82.8
Integrated E&P and Refining	5	25	75.2	75.9	81.6	79.3	83.9	93.8	79.7	84.8	99.0
Utility	8	69	53.7	74.7	84.7	56.8	77.9	88.3	57.4	78.0	89.7

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 : ASC – Supply Chain and Logistics  
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	72	79.3	91.3	95.8	82.8	94.7	108.6	82.8	101.5	117.0

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Purchasing	4	15	---	80.5	---	---	80.5	---	---	80.5	---
Generalist/Multidiscipline											
Warehousing	7	28	89.2	94.7	97.4	89.2	107.1	113.4	89.2	107.8	117.0

### 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	41	68.4	92.3	96.2	69.4	92.4	109.8	69.8	92.4	111.1

### 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)	4	11	---	78.2	---	---	85.7	---	---	99.9	---
Integrated E&P and Refining	4	28	---	92.9	---	---	105.9	---	---	106.5	---
Utility	5	15	73.4	90.2	96.0	75.4	90.2	100.9	76.1	90.2	101.9

All values in Canadian Dollar

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Company weighted statistics

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

WillisTowersWatson 

Function : ASC – Supply Chain and Logistics  
Level : W1 – Entry (W1)

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	23	55.7	64.3	70.7	57.3	66.4	75.0	57.3	66.1	75.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Warehousing	6	22	60.0	67.2	71.0	62.6	69.0	75.0	62.6	68.9	81.3

### 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	22	54.8	62.9	70.5	56.1	65.4	72.5	56.1	65.2	72.6

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Company weighted statistics

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

Willis Towers Watson 

**Function : ASC – Supply Chain and Logistics**  
**Level : W2 – Intermediate (W2)**

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	15	169	68.7	77.0	81.1	67.1	81.8	87.7	72.7	81.1	92.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Warehousing	12	123	69.9	76.6	88.3	71.4	82.4	90.7	72.9	83.1	92.2

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	13	163	69.9	77.0	83.3	72.6	81.8	88.3	73.2	81.1	92.6

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	82	66.9	77.6	83.9	65.2	81.1	88.9	68.8	78.7	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

WillisTowersWatson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	216	59.1	81.2	97.8	59.1	78.6	98.3	59.1	91.3	106.7

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Warehousing	11	182	59.3	85.0	100.9	59.3	79.8	100.4	59.3	92.2	107.2

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	9	157	58.0	85.0	101.4	58.0	90.0	101.2	58.0	90.5	110.6

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	79	---	68.4	---	---	68.4	---	---	68.4	---

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

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

WillisTowersWatson 

**Function : ASC – Supply Chain and Logistics**  
**Level : W4 – Lead (W4)**

**Total Sample**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	107	83.7	89.3	96.9	81.6	92.5	99.5	89.1	102.3	117.7

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Warehousing	7	107	83.7	89.3	96.9	81.6	92.5	99.5	89.1	102.3	117.7

**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	103	81.9	89.5	104.2	74.6	96.0	102.5	81.9	100.1	116.4

*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 : AZE – Engineering**  
**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
	30	368	123.0	136.0	146.6	126.1	155.5	168.3	132.2	160.8	179.3

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Civil Engineering	6	13	101.0	130.6	167.1	106.7	127.6	161.4	112.0	130.6	200.4
Computer Cntrl Sys Eics Eng	9	19	115.9	126.2	145.5	127.6	144.7	155.2	132.3	150.9	160.8
Electrical Equipment Engineering	8	12	117.3	131.6	158.8	126.6	140.7	185.1	126.7	147.8	183.7
Elctr Trans Ast Plng and Ops Engineering	5	33	124.0	132.5	140.2	137.3	154.9	158.7	140.8	152.4	160.6
Engineering Generalist/Multidiscipline	17	87	111.9	141.4	147.6	116.5	153.0	165.9	121.0	166.6	177.6
Mechanical Engineering	9	22	127.7	143.8	150.1	130.1	158.7	166.5	134.7	165.9	183.6
Process Engineering	8	12	123.1	139.7	147.6	141.5	152.0	172.4	148.7	181.0	187.6
Reservoir Engineering	4	7	---	161.7	---	---	---	---	---	191.5	---
Structural/Facilities Engineering	5	12	113.8	152.5	166.2	---	154.9	---	123.8	191.0	204.7

**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	20	305	119.4	132.4	143.4	125.8	149.6	163.3	128.9	151.4	171.8
US Dollars	6	41	128.5	143.7	152.7	130.8	163.9	182.6	131.6	170.6	183.9

**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	86	146.5	152.3	171.5	174.2	181.9	203.8	186.2	188.7	207.9
Utility	14	169	111.6	131.0	137.5	117.1	135.4	155.8	117.1	135.4	160.4

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 : AZE – Engineering  
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
31	700	73.9	79.4	84.2	79.2	88.1	93.7	79.4	89.9	96.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Chemical Engineering	4	9	---	90.1	---	---	92.8	---	---	95.9	---
Civil Engineering	5	16	71.2	75.4	85.8	---	77.9	---	72.4	77.7	88.6
Computer Cntrl Sys Elcs Eng	5	11	67.0	70.0	72.6	69.7	74.2	81.7	69.3	75.9	93.2
Electrical Equipment Engineering	11	37	73.5	77.1	85.0	74.2	87.8	96.7	77.1	89.4	97.8
Eltrc Trans Ast Plng and Ops Engineering	5	36	68.2	75.1	79.9	71.9	82.6	90.1	72.8	83.2	91.9
Engineering Generalist/Multidiscipline	20	286	74.4	81.2	84.6	78.3	93.1	97.2	79.2	91.8	100.0
Environmental Engineering	4	8	---	79.8	---	---	83.8	---	---	85.0	---
Mechanical Engineering	12	36	75.1	82.5	87.1	75.8	88.0	91.3	76.8	92.1	98.8
Mjr Cnsrt Engineering	6	14	72.9	77.7	83.6	77.2	81.3	90.2	79.9	81.7	91.2
Gnrst/MultiDisc											
Oil Sands Mining Engineering	4	38	---	83.5	---	---	---	---	---	92.7	---
Petroleum Engineering	4	54	---	79.5	---	---	---	---	---	92.3	---
Process Engineering	9	50	75.5	77.0	82.2	74.8	86.3	92.5	76.0	85.8	95.2
Reservoir Engineering	7	16	77.7	83.4	87.3	91.2	92.7	98.6	90.6	91.9	100.8
Structural/Facilities Engineering	7	24	80.9	84.1	90.2	86.3	91.3	103.8	87.4	90.9	107.5
Sustainable Engineering	4	15	---	87.1	---	---	93.4	---	---	97.5	---

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	24	564	74.1	78.3	83.3	78.5	85.8	94.4	78.9	85.4	96.2

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 

## 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	132	82.0	83.8	86.4	92.2	94.4	103.2	88.2	94.8	102.9
Integrated E&P and Refining	4	84	---	81.7	---	---	91.6	---	---	93.4	---
Utility	12	295	70.3	74.2	79.2	75.7	79.8	84.9	73.0	80.8	85.7

*All values in Canadian Dollar*

*Effective date April 01, 2017*

*Company weighted statistics*

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

WillisTowers Watson 

Function : AZE – Engineering  
Level : M2 – Manager (M2)

### Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
43	878	131.6	154.9	176.1	154.2	184.5	210.3	157.6	186.0	225.5

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Chemical Engineering	7	21	147.1	170.0	183.0	180.9	196.0	212.5	187.1	208.3	210.0
Civil Engineering	9	12	140.7	164.8	184.7	148.4	185.3	216.0	153.1	195.0	227.8
Computer Cntrl Sys Elcs Eng	9	23	144.3	158.7	165.1	164.4	186.2	192.8	168.1	184.3	209.8
Drilling Engineering	4	13	---	175.0	---	---	215.5	---	---	227.5	---
Electrical Equipment Engineering	17	64	138.3	163.8	182.7	158.9	178.0	217.8	161.8	181.8	233.2
Eltrc Trans Ast Plng and Ops Engineering	5	39	133.1	153.5	157.1	153.1	176.5	182.9	152.5	185.5	187.6
Engineering Generalist/Multidiscipline	31	241	146.0	167.4	186.1	168.6	195.0	228.2	171.3	207.9	238.5
Environmental Engineering	7	13	145.7	161.7	199.7	167.6	194.0	233.5	174.9	199.7	247.4
Mechanical Engineering	15	46	138.3	159.2	178.8	155.0	183.0	215.2	164.8	189.9	211.6
Mjr Cnstr Engineering	6	21	161.5	176.5	189.8	192.0	211.8	241.2	200.1	220.8	238.9
Gnrlist/MultiDisc											
Oil Sands Mining Engineering	5	10	146.4	191.1	228.6	---	192.5	---	187.7	204.0	269.7
Petroleum Engineering	7	35	165.5	178.0	213.0	200.5	216.5	277.2	213.3	226.2	276.4
Pipeline Engineering	5	39	147.8	170.8	180.0	---	195.6	---	175.9	214.2	223.5
Process Engineering	19	58	141.6	165.0	176.1	167.7	196.2	215.1	166.3	195.7	234.8
Quality Assurance Engineering	16	30	146.2	166.9	181.6	168.7	199.5	211.9	178.2	210.5	237.9
Reservoir Engineering	8	33	165.9	184.3	206.4	200.0	218.8	250.1	202.5	233.5	270.4
Safety Engineering	5	6	112.5	136.2	163.9	118.1	163.1	195.1	116.4	170.3	220.3
Structural/Facilities Engineering	15	38	164.1	175.8	194.3	193.9	210.0	257.7	193.6	228.0	291.5
Sustainable Engineering	8	21	155.4	164.7	173.4	173.3	189.8	212.6	181.8	206.8	225.2

### Company Revenue Range

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	28	656	135.1	154.1	168.5	156.2	186.0	203.1	159.8	186.3	216.2
US Dollars	9	123	108.5	160.8	184.5	109.8	176.9	223.3	109.9	183.0	232.1

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	148	176.8	184.7	206.0	209.5	234.2	287.6	216.0	243.2	282.1
Integrated E&P and Refining	5	152	157.4	167.4	175.6	181.9	196.6	205.6	184.5	200.0	217.9
Utility	16	316	122.7	147.5	159.0	129.4	168.7	184.1	129.6	166.7	185.8

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 : AZE – Engineering  
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
45	547	160.0	190.2	212.4	186.7	235.5	268.0	198.3	249.6	285.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Drilling Engineering	9	13	185.7	214.3	233.5	236.5	267.2	287.7	239.1	276.3	285.6
Electrical Equipment Engineering	9	14	162.3	165.0	206.2	164.2	203.6	276.2	164.5	195.4	275.2
Eltrc Trans Ast Plng and Ops Engineering	6	18	123.9	170.8	186.2	127.1	196.4	228.4	129.3	213.6	245.0
Engineering Generalist/Multidiscipline	29	177	162.9	199.3	214.0	197.4	249.4	270.3	201.7	257.9	288.7
Environmental Engineering	4	5	---	226.7	---	---	273.5	---	---	296.9	---
Mechanical Engineering	6	16	174.6	192.5	193.3	190.6	234.7	242.1	200.3	233.1	250.8
Mjr Cnsrt Engineering	9	22	194.0	217.3	226.0	242.4	274.8	291.0	248.0	277.0	295.6
Gnrlist/MultiDisc											
Petroleum Engineering	6	84	168.8	186.4	206.7	220.2	239.0	261.7	231.5	252.3	273.8
Process Engineering	8	27	177.4	193.3	203.3	233.3	249.7	258.2	228.6	257.2	267.5
Reservoir Engineering	10	44	188.8	203.2	218.6	247.7	261.3	280.7	254.6	271.1	296.0
Safety Engineering	4	7	---	212.5	---	---	---	---	---	257.7	---
Structural/Facilities Engineering	10	17	179.3	199.3	220.1	231.0	250.8	280.6	229.8	257.7	281.2
Sustainable Engineering	9	12	191.8	205.0	214.9	234.6	249.4	267.5	232.0	269.4	276.0

### 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	31	370	160.0	182.0	205.1	180.9	229.0	259.7	197.2	240.8	266.7
US Dollars	8	94	149.2	191.3	214.8	158.7	240.2	266.7	162.8	242.8	277.6

### Company Industry

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	133	202.3	215.1	234.6	268.9	273.8	287.3	260.4	289.1	320.3
Integrated E&P and Refining	5	143	196.9	200.5	231.9	248.1	250.6	258.2	260.7	263.1	265.1
Utility	17	181	142.3	165.9	186.8	152.1	209.4	231.5	153.4	205.8	244.1

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 : AZE – Engineering**  
**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
	25	130	198.7	220.7	247.4	220.6	289.5	333.5	234.1	289.4	345.5

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Engineering	20	73	195.9	222.9	248.3	230.5	299.0	333.6	239.1	299.9	346.1
Generalist/Multidiscipline											
Reservoir Engineering	8	11	218.7	251.2	259.6	286.0	338.8	346.2	260.6	328.1	350.5
Structural/Facilities Engineering	5	6	185.5	234.6	258.6	231.3	295.8	335.0	265.5	315.1	329.5

### 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	16	90	185.3	213.7	233.5	216.7	261.4	300.8	223.3	267.4	305.3
US Dollars	6	30	209.0	249.1	295.5	211.2	333.5	359.5	258.0	345.5	356.3

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	30	220.7	247.0	269.6	332.3	344.9	381.3	342.1	355.1	394.3
Integrated E&P and Refining	5	41	226.2	247.9	298.5	---	312.0	---	304.4	324.2	368.7
Utility	8	31	167.6	198.7	217.1	177.5	231.1	257.2	198.2	234.1	281.8

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 : AZE – Engineering  
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
43	2621	83.2	90.4	97.5	88.9	101.9	105.4	92.0	103.1	108.5

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Chemical Engineering	4	35	---	96.4	---	---	102.9	---	---	103.9	---
Civil Engineering	8	563	82.1	91.1	101.2	80.8	97.1	110.8	84.0	96.6	115.6
Computer Cntrl Sys Elcs Eng	8	35	85.7	90.5	94.5	87.1	101.8	103.5	87.1	103.2	115.7
Drilling Engineering	11	33	89.9	93.6	95.0	99.8	104.4	106.9	99.4	103.3	111.5
Electrical Equipment Engineering	15	97	82.8	89.3	97.7	82.3	100.4	104.0	82.8	99.6	122.1
Eltrc Trans Ast Plng and Ops Engineering	4	13	---	89.0	---	---	93.3	---	---	91.4	---
Engineering Generalist/Multidiscipline	29	457	82.0	88.6	94.1	83.5	101.4	104.4	83.7	102.1	109.0
Environmental Engineering	5	46	91.5	99.4	108.0	---	105.7	---	94.3	99.4	118.5
Mechanical Engineering	17	137	84.9	92.4	99.1	95.7	102.8	108.1	91.7	105.4	117.1
Mjr Cnsrt Engineering	10	35	82.8	90.8	95.8	87.7	101.1	105.6	86.0	100.7	107.3
Gnrst/MultiDisc											
Oil Sands Mining Engineering	5	56	87.0	91.8	98.0	---	98.4	---	90.6	98.3	118.5
Petroleum Engineering	9	172	87.7	90.2	94.4	100.5	101.1	102.4	98.0	102.8	106.4
Pipeline Engineering	7	40	84.4	88.4	102.9	98.1	100.8	117.0	95.2	103.1	131.1
Process Engineering	17	128	84.6	90.5	96.4	87.3	101.5	109.4	89.1	101.2	117.3
Quality Assurance Engineering	7	27	83.2	96.0	100.9	91.3	101.2	110.6	90.8	100.9	113.6
Reservoir Engineering	13	86	89.9	91.5	97.1	98.3	103.4	107.0	93.9	103.9	112.7
Safety Engineering	5	19	86.9	95.4	116.1	---	102.4	---	96.3	101.8	130.0
Structural/Facilities Engineering	10	47	91.8	94.4	95.6	97.3	102.6	113.3	98.6	103.2	113.6

### Company Revenue Range

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	29	2207	85.4	90.4	98.6	95.2	102.5	105.4	95.3	103.5	108.8
US Dollars	9	260	73.0	81.4	92.1	76.1	89.5	102.1	76.2	92.9	100.7

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	220	88.7	91.4	95.4	99.6	102.3	114.0	99.3	104.8	113.6
Integrated E&P and Refining	5	518	88.7	90.4	104.4	98.3	101.9	119.4	98.9	103.4	124.0
Utility	15	1444	80.9	90.4	100.0	80.9	100.5	105.3	80.9	100.9	108.0

*All values in Canadian Dollar*

*Effective date April 01, 2017*

*Company weighted statistics*

*All monetary values in thousands*

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

WillisTowersWatson 

Function : AZE – Engineering  
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
50	3605	97.4	105.5	112.4	105.4	118.8	127.2	107.6	119.7	132.3

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Chemical Engineering	8	56	101.6	106.6	113.2	106.6	117.8	123.5	106.6	116.8	132.9
Civil Engineering	12	154	93.7	108.4	112.4	103.6	112.1	122.2	106.5	112.6	136.9
Computer Cntrl Sysys Elcs Eng	18	102	97.1	106.8	118.1	106.1	117.0	133.5	108.8	127.0	141.0
Drilling Engineering	12	32	104.8	110.0	120.0	118.3	123.5	156.1	119.0	126.8	168.3
Electric Distribution Engineering	4	26	---	106.4	---	---	112.6	---	---	112.3	---
Electrical Equipment Engineering	23	395	100.2	105.7	114.0	108.9	115.2	122.8	109.7	115.1	131.0
Eltrc Trans Ast Plng and Ops Engineering	7	142	93.6	96.5	108.9	93.6	109.4	112.0	93.6	109.9	113.6
Engineering Generalist/Multidiscipline	31	1200	98.9	105.7	110.7	106.1	117.5	126.1	105.6	118.1	126.4
Environmental Engineering	17	42	102.1	108.5	114.2	114.0	123.4	130.3	116.1	122.6	131.3
HydroEltrc Power Generation Engineering	4	44	---	107.9	---	---	115.9	---	---	118.0	---
Mechanical Engineering	25	299	102.5	107.4	109.9	113.0	119.8	124.0	113.0	119.2	133.4
Mjr Cnstr Engineering	11	107	102.7	104.8	113.3	103.1	118.5	125.9	104.0	120.6	133.2
Gnrlist/MultiDisc											
Oil Sands Mining Engineering	6	36	102.6	109.1	111.9	111.1	117.7	127.8	110.7	120.2	133.8
Petroleum Engineering	12	144	104.0	107.6	111.6	117.9	126.0	129.3	117.2	124.2	135.5
Pipeline Engineering	6	115	96.9	102.4	106.9	111.2	121.1	123.2	109.6	121.9	128.2
Process Engineering	22	175	103.4	110.7	114.3	115.6	123.5	129.8	116.9	127.4	136.8
Quality Assurance Engineering	10	56	102.3	107.3	113.6	107.4	117.6	123.5	110.3	118.8	126.5
Reservoir Engineering	16	132	101.0	107.3	112.5	109.4	122.7	150.4	112.3	123.1	151.6
Safety Engineering	5	22	101.8	106.5	113.7	118.3	119.7	121.3	118.8	119.1	151.0
Structural/Facilities Engineering	19	121	102.2	107.9	114.3	113.9	122.9	131.6	118.5	124.8	136.7
Sustainable Engineering	8	40	104.5	106.5	110.3	115.3	119.4	125.1	116.3	121.9	127.8

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	33	2010	97.2	104.3	111.7	106.2	116.4	121.8	107.3	119.2	127.1
US Dollars	9	465	83.3	103.3	110.0	86.0	105.4	126.5	87.1	108.7	126.4

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)	11	312	107.7	110.1	112.9	121.6	127.2	154.3	119.2	126.6	156.6
Integrated E&P and Refining	5	526	103.0	105.5	109.1	114.3	120.4	126.4	114.9	121.8	136.0
Utility	18	2027	94.1	103.8	110.1	96.8	112.6	120.5	96.5	113.6	121.6

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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 : AZE – Engineering**  
**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
44	3690	122.7	131.4	143.3	134.6	151.0	169.4	134.7	156.0	172.9

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Chemical Engineering	7	64	124.2	133.8	150.7	124.2	141.6	170.9	124.2	141.6	173.5
Civil Engineering	18	75	123.3	129.8	137.4	133.8	142.0	159.6	138.0	146.1	165.0
Computer Cntrl Sys Elcs Eng	21	161	122.5	133.4	147.4	134.6	153.3	167.1	138.8	157.0	171.5
Drilling Engineering	12	52	137.8	143.8	153.8	151.8	171.1	181.5	150.7	173.7	193.0
Electric Distribution Engineering	4	20	---	123.8	---	---	130.0	---	---	130.3	---
Electric System/Grid Ops Engineering	5	14	99.4	121.7	130.1	110.5	133.8	149.8	113.0	134.4	154.6
Electrical Equipment Engineering	23	276	124.2	128.8	138.1	134.9	148.3	159.8	135.2	152.1	169.4
Eltrc Trans Ast Png and Ops Engineering	7	119	118.5	124.2	125.4	124.2	136.6	143.2	124.2	139.8	145.9
Engineering Generalist/Multidiscipline	31	1165	124.0	133.9	145.2	132.0	154.1	170.0	133.9	155.1	175.7
Environmental Engineering	15	40	120.4	130.8	146.3	136.1	149.4	158.0	130.8	149.4	166.4
HydroEltrc Power Generation Engineering	4	6	---	124.5	---	---	133.9	---	---	136.8	---
Mechanical Engineering	27	319	128.3	134.4	146.6	143.1	155.8	173.1	143.8	159.1	183.6
Mjr Cnsrt Engineering	11	122	120.4	132.5	142.2	136.2	147.1	167.0	134.2	149.5	174.0
Gnrst/MultiDisc											
Oil Sands Mining Engineering	6	65	122.6	135.4	155.9	139.7	146.1	194.4	137.3	150.6	188.9
Petroleum Engineering	12	140	123.4	135.4	152.9	149.5	160.2	182.6	150.1	164.4	184.7
Pipeline Engineering	8	161	123.6	132.2	138.0	139.6	153.9	165.0	146.9	153.9	172.8
Process Engineering	22	327	128.7	134.9	144.3	137.8	158.2	169.3	141.2	160.0	178.6
Quality Assurance Engineering	12	68	120.4	132.9	154.7	135.0	153.2	179.2	137.3	156.9	180.5
Reservoir Engineering	17	203	129.7	140.3	154.5	151.1	161.5	190.1	151.0	163.9	195.3
Safety Engineering	13	31	117.4	139.8	148.4	134.1	161.8	174.7	136.3	161.7	184.6

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 

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Structural/Facilities Engineering	21	136	129.2	133.2	152.1	148.9	155.7	180.2	151.5	161.1	175.1
Sustainable Engineering	12	61	132.0	137.8	152.3	154.2	158.4	169.9	152.9	160.8	176.1

**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	28	2339	120.3	128.9	134.4	133.9	145.7	157.1	134.1	148.8	160.9
US Dollars	8	579	112.7	139.0	153.8	118.8	151.7	179.5	122.9	154.8	172.9

**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)	11	498	128.3	143.4	156.1	155.8	167.1	187.1	162.2	173.2	189.4
Integrated E&P and Refining	5	1143	130.5	131.6	153.2	149.5	157.1	176.2	151.1	161.6	187.4
Utility	15	1330	110.4	123.2	131.3	111.7	133.9	140.6	111.3	133.9	141.3

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 : AZE – Engineering  
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
38	1514	142.5	165.0	176.3	159.3	198.5	209.5	164.1	203.0	226.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Chemical Engineering	7	46	146.5	179.3	211.0	168.4	211.0	225.0	170.5	211.0	237.2
Civil Engineering	9	37	160.5	176.1	189.8	183.6	207.4	237.4	177.7	212.0	266.3
Computer Cntrl Sys Elcs Eng	9	45	150.2	164.1	177.7	168.9	184.1	205.6	176.1	198.7	216.6
Drilling Engineering	8	33	169.5	179.8	203.6	206.9	221.2	233.3	211.6	219.4	233.6
Electrical Equipment Engineering	15	113	156.4	168.0	175.1	182.5	198.8	212.6	173.2	198.4	215.3
Eltrc Trans Ast Plng and Ops Engineering	5	32	127.1	156.3	170.4	137.4	173.4	204.4	138.0	187.0	215.8
Engineering Generalist/Multidiscipline	26	421	148.8	167.4	180.1	160.0	200.4	215.4	166.3	205.5	227.3
Environmental Engineering	8	13	141.0	154.9	172.1	164.0	184.2	199.7	164.0	189.4	202.5
Mechanical Engineering	21	169	155.1	163.0	181.3	182.4	195.6	212.6	183.0	205.7	222.2
Mjr Cnsrt Engineering	8	38	159.0	165.6	194.8	185.0	200.4	231.4	180.6	207.2	232.4
Gnrst/MultiDisc											
Oil Sands Mining Engineering	6	33	164.1	178.2	208.3	192.7	200.9	263.3	181.4	221.2	250.8
Petroleum Engineering	10	50	150.8	168.0	190.9	188.4	200.5	220.0	191.1	205.4	225.0
Pipeline Engineering	6	79	143.4	163.2	166.4	152.4	198.5	198.9	162.6	187.9	209.4
Process Engineering	15	105	164.3	177.3	184.3	198.8	208.0	230.1	201.2	219.4	247.7
Quality Assurance Engineering	10	30	153.2	168.5	175.3	179.4	203.8	217.7	173.5	212.0	235.2
Reservoir Engineering	15	114	165.9	171.5	190.4	198.8	216.2	234.4	201.7	216.0	236.9
Safety Engineering	6	15	138.1	169.1	176.5	165.8	204.0	209.0	149.4	185.9	211.3
Structural/Facilities Engineering	14	79	164.0	170.8	196.9	198.4	208.0	234.2	204.6	213.0	231.6
Sustainable Engineering	6	25	152.1	161.8	179.4	180.4	194.1	203.7	180.9	202.6	213.2

Company Revenue Range

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

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 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	1240	140.7	159.0	167.0	158.0	194.4	207.2	163.8	197.6	214.4
US Dollars	7	190	147.4	171.9	196.0	154.8	196.0	228.1	154.1	196.0	228.6

### 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)	10	375	164.4	177.3	199.0	205.3	209.3	239.8	207.9	226.9	236.8
Integrated E&P and Refining	5	484	165.1	166.8	206.9	196.8	199.8	245.0	199.8	210.0	253.8
Utility	13	299	129.3	147.4	158.9	129.3	161.8	186.5	129.3	164.4	191.1
Not Otherwise Classified	4	8	---	140.0	---	---	140.0	---	---	140.0	---

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 : AZE – Engineering  
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
	23	317	169.4	199.4	217.8	198.2	244.5	267.0	196.9	248.3	280.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Civil Engineering	4	6	---	198.0	---	---	248.5	---	---	264.5	---
Drilling Engineering	7	11	196.8	208.9	211.7	246.0	263.0	269.8	250.4	266.5	282.6
Electrical Equipment Engineering	7	13	140.4	187.4	206.8	158.0	224.7	269.0	169.5	227.8	258.5
Engineering Generalist/Multidiscipline	16	93	160.4	200.2	221.0	182.8	248.6	270.0	175.2	250.9	287.1
Mechanical Engineering	8	25	187.7	198.2	208.6	236.3	243.6	259.4	240.7	246.9	258.9
Mjr Cnstr Engineering	4	20	---	188.8	---	---	---	---	---	244.5	---
Oil/Gas/MultiDisc											
Petroleum Engineering	7	10	200.0	211.0	245.1	248.7	261.1	283.9	248.6	263.7	294.6
Process Engineering	6	28	186.8	210.0	234.8	245.1	256.9	287.5	240.2	259.5	275.2
Reservoir Engineering	9	43	201.1	214.0	224.7	257.6	274.3	284.0	267.2	274.0	285.3
Structural/Facilities Engineering	7	21	198.2	210.1	235.6	247.8	277.3	296.8	260.8	276.2	314.3
Sustainable Engineering	4	8	---	191.4	---	---	231.8	---	---	236.2	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	17	249	164.2	192.5	206.6	187.9	240.0	261.0	193.1	239.8	261.1
US Dollars	5	66	160.1	217.8	241.3	179.6	248.3	291.6	179.6	248.3	284.0

Company Industry

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

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

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)	7	94	179.2	209.4	234.3	242.3	269.1	289.7	209.1	280.0	288.0
Integrated E&P and Refining	5	132	197.2	209.5	246.4	243.1	253.0	292.2	252.3	259.8	298.0
Utility	7	43	128.4	159.0	203.1	146.5	159.0	253.9	150.1	159.0	239.8

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 : AZT – Technical Specialty/Skilled Trade  
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
39	1500	118.3	123.7	134.8	131.5	141.2	153.2	133.6	145.9	168.9

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	8	23	103.9	110.5	122.7	110.7	124.0	132.5	111.2	122.0	141.5
Electrical Skilled Trade	14	140	116.6	123.4	135.0	118.3	137.2	152.3	119.9	140.8	167.5
Engineering Technical Specialty	4	9	---	130.8	---	---	---	---	---	145.6	---
Equipment Maint Technical Specialty	17	130	120.3	129.7	145.7	135.4	153.6	163.2	135.3	157.8	168.4
Geographical Information Sysys Tech Spcty	7	13	115.2	121.8	123.8	132.5	134.0	138.7	133.3	135.6	142.1
Machinery/Millwright Skilled Trade	4	5	---	110.3	---	---	120.2	---	---	124.7	---
Maintenance Planning – Onshore	9	39	122.4	134.2	152.5	138.4	150.3	158.0	145.2	172.6	185.8
Mechanical Skilled Trade	14	168	99.1	124.4	135.1	101.8	133.9	156.5	103.9	132.0	170.2
Process Technical Specialty	4	22	---	134.3	---	---	---	---	---	157.6	---
Prodn/Ops Laboratory Technical Specialty	9	20	104.9	115.3	129.5	115.6	129.1	139.2	117.2	126.1	143.9
Quality Cntrl/Inspection Technical Spcty	8	35	121.4	132.2	138.9	134.8	160.1	165.0	136.8	165.4	190.5
Skilled Trade Generalist/Multidiscipline	13	582	112.3	125.0	136.3	120.0	140.7	151.3	124.9	144.2	163.5
Stationary Engineering Technical Spcty	9	32	121.8	138.3	148.1	139.0	148.7	166.5	145.8	157.3	174.2
Tech Spcty/Skilled Trade Gnrst/MultiDisc	17	182	122.5	129.1	138.8	139.2	148.5	157.3	139.5	148.9	160.5

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

**Company 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	1261	119.1	123.1	131.7	130.6	138.8	151.1	132.2	144.1	166.6
US Dollars	7	173	120.6	123.7	135.4	133.1	143.0	153.3	136.2	145.0	153.5

**Company Industry**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	204	120.2	125.5	137.4	140.9	152.8	157.3	148.1	159.6	169.2
Integrated E&P and Refining	5	539	125.7	138.8	147.7	147.4	153.3	166.3	151.2	171.1	174.1
Utility	13	451	104.6	120.0	124.9	111.1	132.0	137.1	112.4	133.6	139.4

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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 : AZT – Technical Specialty/Skilled Trade  
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
	24	211	58.8	71.1	80.1	67.2	77.8	90.3	63.9	77.3	90.1

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	5	13	52.4	71.3	75.1	56.9	75.3	80.2	57.6	74.8	80.3
Engineering Technical Specialty	9	13	60.4	72.3	82.5	69.4	78.2	96.3	65.9	77.5	91.1
Geographical Information Sysys Tech Spcty	4	6	---	73.3	---	---	81.5	---	---	77.4	---
Geosciences Technical Specialty	4	12	---	78.0	---	---	88.5	---	---	87.5	---
Prodn/Ops Laboratory Technical Specialty	5	52	61.5	73.5	87.1	61.5	77.7	98.0	61.5	75.5	102.2
Tech Spcty/Skilled Trade Grnlst/MultiDisc	9	27	70.0	72.7	81.4	74.6	79.7	88.6	74.5	83.8	94.7

### 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	17	117	55.5	67.6	75.8	59.9	75.6	84.8	60.2	76.0	84.2

### 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	21	59.6	75.8	82.3	72.3	81.1	94.4	66.1	79.2	92.3
Integrated E&P and Refining	4	51	---	72.5	---	---	81.3	---	---	81.3	---
Utility	6	56	53.4	64.2	78.5	57.6	69.7	81.5	56.5	69.4	82.6

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 : AZT – Technical Specialty/Skilled Trade  
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
33	458	138.3	152.9	165.3	162.5	182.4	195.4	167.8	192.0	208.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	5	8	111.1	138.0	171.1	118.7	165.6	202.7	115.4	173.9	220.3
Calibration Technical Specialty	6	11	141.6	149.9	161.9	169.5	180.7	194.3	174.0	193.2	214.7
Engineering Technical Specialty	7	13	135.6	159.3	173.5	180.4	189.8	210.0	175.3	201.2	218.6
Equipment Maint Technical Specialty	16	68	145.7	154.4	168.1	174.9	180.6	199.1	165.5	182.2	220.4
Inspector Technical Specialty	5	12	155.5	168.1	193.1	190.4	206.7	234.4	197.7	216.0	257.8
Maintenance Planning – Onshore	7	13	144.0	151.7	173.5	156.8	173.9	187.5	173.5	185.1	195.6
Mechanical Skilled Trade	8	16	115.0	153.9	163.6	136.2	182.4	200.4	131.8	194.4	213.5
Mjr Cnsrt Tech Spcty Gnrlst/MultiDisc	4	6	---	149.0	---	---	171.7	---	---	177.3	---
Process Technical Specialty	7	17	155.3	169.5	177.6	190.5	207.5	216.1	188.9	211.5	219.8
Prod/ops Laboratory Technical Specialty	6	10	122.7	142.1	155.7	140.0	170.7	179.8	142.0	171.2	194.2
Quality Cntrl/Inspection Technical Spcty	8	11	153.7	164.9	172.3	184.5	204.4	217.6	206.7	217.5	236.0
Skilled Trade Generalist/Multidiscipline	12	82	150.6	157.5	173.2	175.1	180.3	198.0	174.8	191.7	220.4
Stationary Engineering Technical Spcty	9	56	141.8	166.5	176.5	163.3	192.5	211.1	168.6	214.7	225.7
Tech Spcty/Skilled Trade Gnrlst/MultiDisc	15	87	141.4	161.3	173.0	171.1	193.3	204.1	172.5	196.4	203.5

### Company Revenue Range

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

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 

### 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	295	137.2	151.2	163.6	158.2	181.8	195.7	157.8	190.1	208.1
US Dollars	6	111	127.0	155.7	164.6	140.7	182.4	188.0	147.5	179.3	200.1

### 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)	9	102	150.6	163.2	170.6	184.2	194.0	203.8	194.4	198.2	215.4
Integrated E&P and Refining	5	156	152.5	156.2	167.5	175.9	186.4	193.4	178.8	200.4	212.2
Utility	9	56	109.7	135.9	141.2	110.6	155.4	168.1	111.8	153.0	174.0

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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

WillisTowersWatson 

Function : AZT – Technical Specialty/Skilled Trade  
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
	21	89	176.1	190.0	195.6	213.2	229.1	248.5	225.6	245.0	266.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Equipment Maint Technical Specialty	5	7	188.6	198.1	221.4	231.0	253.6	293.6	240.3	282.2	306.3
Process Technical Specialty	4	5	---	169.1	---	---	---	---	---	191.0	---
Prod'n/Ops Laboratory Technical Specialty	4	4	---	186.7	---	---	---	---	---	260.2	---
Skilled Trade Generalist/Multidiscipline	5	13	173.4	177.0	189.1	---	219.5	---	226.4	229.9	241.3
Tech Spcty/Skilled Trade Generalist/MultiDisc	8	20	183.0	193.8	211.9	222.2	245.2	266.4	246.8	270.5	295.7

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	50	177.0	188.4	194.6	214.0	227.1	245.0	228.6	245.0	255.6
US Dollars	4	22	---	183.5	---	---	226.7	---	---	225.6	---

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	24	---	195.2	---	---	---	---	---	265.3	---
Integrated E&P and Refining	4	23	---	190.3	---	---	234.5	---	---	251.1	---
Utility	5	17	142.4	177.0	191.5	157.5	226.1	236.7	153.7	217.4	240.5

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 : AZT – Technical Specialty/Skilled Trade  
 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	9	152.2	194.0	234.4	152.2	242.5	305.4	152.2	248.4	335.9

*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 : AZT – Technical Specialty/Skilled Trade  
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
33	889	76.8	87.8	96.9	86.7	94.1	105.0	86.6	95.9	106.4

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	12	49	73.7	82.3	87.5	81.1	91.0	95.9	80.8	89.9	97.6
Calibration Technical Specialty	5	6	85.4	93.1	100.7	---	105.1	---	96.1	113.6	127.3
Chemistry Technical Specialty	5	49	65.4	86.8	91.6	68.6	90.3	101.5	68.6	89.6	104.4
Engineering Technical Specialty	15	73	76.8	88.7	100.1	89.4	95.1	107.1	90.9	94.3	106.3
Equipment Maint Technical Specialty	8	81	75.2	88.3	96.2	83.6	90.4	107.3	81.5	99.1	126.5
Geographical Information Sysys Tech Spty	6	20	67.0	80.6	95.5	71.1	91.9	101.4	72.3	92.6	102.2
Geological Technical Specialty	7	18	66.6	80.0	88.3	82.9	89.3	103.3	75.0	86.6	102.0
Geosciences Technical Specialty	9	17	74.8	93.6	98.1	86.0	102.0	108.0	89.2	101.1	107.9
Inspector Technical Specialty	6	15	78.2	83.1	89.1	84.8	92.2	103.1	81.2	93.9	103.2
Maintenance Planning – Onshore	5	29	81.8	90.1	91.0	---	95.3	---	88.4	94.9	109.9
Process Technical Specialty	5	8	74.1	86.9	92.0	78.1	93.8	99.3	80.4	96.5	104.6
Prodn/Ops Laboratory Technical Specialty	10	63	72.9	87.1	94.5	84.0	94.7	102.9	79.5	93.5	105.0
Quality Cntrl/Inspection Technical Spty	8	32	66.8	76.5	84.2	77.3	82.9	97.0	77.8	83.2	99.9
Tech Spty/Skilled Trade Grnrlst/MultiDisc	14	133	83.4	88.4	100.4	89.9	95.6	109.4	91.3	98.6	109.4

### Company Revenue Range

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

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 

**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	688	72.2	84.1	93.2	85.6	92.9	102.9	84.9	94.4	105.4
US Dollars	6	74	79.4	86.7	91.0	83.2	91.8	100.3	83.3	96.8	98.8

**Company Industry**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	82	73.4	84.5	99.4	87.8	93.4	113.5	85.6	96.2	113.6
Integrated E&P and Refining	5	191	79.8	85.0	101.0	86.7	95.0	114.1	86.3	105.2	117.6
Utility	11	439	85.2	90.6	108.2	89.5	99.1	108.2	87.5	97.8	108.2

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 : AZT – Technical Specialty/Skilled Trade  
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
38	1441	96.8	108.9	113.8	107.3	120.1	127.2	108.7	122.7	131.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	10	38	93.3	98.2	103.6	101.7	105.3	117.8	100.9	106.4	122.2
Calibration Technical Specialty	5	12	93.3	109.9	118.8	101.4	125.2	133.7	100.6	130.2	142.3
Chemistry Technical Specialty	7	30	102.4	104.4	109.7	113.0	116.9	123.3	112.1	118.6	127.7
Civil Engineering Technical Specialty	4	17	---	90.3	---	---	108.4	---	---	113.0	---
Electrical Skilled Trade	8	27	82.3	94.9	114.3	91.3	108.4	127.1	84.7	104.3	123.3
Engineering Technical Specialty	19	122	91.2	106.7	114.9	106.7	114.6	127.5	106.7	115.2	131.5
Equipment Maint Technical Specialty	14	98	95.3	110.3	118.0	111.4	125.4	137.8	111.2	126.7	139.9
Geographical Information Sysys Tech Spcty	11	34	86.2	97.3	105.0	97.2	110.3	115.8	99.5	113.0	119.0
Geological Technical Specialty	9	25	92.0	112.7	118.0	109.5	127.7	134.8	106.5	123.6	140.4
Geophysical Technical Specialty	5	8	86.1	97.4	112.9	---	114.6	---	97.9	112.8	127.5
Geosciences Technical Specialty	9	26	87.4	113.0	122.2	100.6	124.7	132.8	99.5	124.7	133.1
Inspector Technical Specialty	7	53	97.6	112.8	116.6	111.2	122.3	130.5	107.0	117.8	133.0
Machinery/Millwright Skilled Trade	5	26	78.6	116.6	125.8	78.6	116.6	144.0	78.6	116.6	147.7
Maintenance Planning – Onshore	11	242	107.6	113.6	122.3	114.2	125.2	131.6	122.7	128.8	142.7
Mechanical Skilled Trade	8	15	93.7	110.8	119.8	96.2	117.8	135.2	96.9	119.0	134.4
Mjr Cnstr Tech Spcty	5	36	96.2	104.1	115.7	106.6	108.4	131.6	107.9	112.3	136.4
Gnrlist/MultiDisc											

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Process Technical Specialty	7	35	82.2	108.1	116.1	89.9	118.9	132.4	89.5	120.8	133.8
Prodn/Ops Laboratory Technical Specialty	11	57	89.7	105.7	112.0	98.7	114.8	121.5	101.5	114.8	133.6
Quality Cntrl/Inspection Technical Spcty	13	81	89.3	102.0	115.4	102.1	118.6	122.2	105.0	120.6	130.1
Skilled Trade	7	67	102.0	115.7	123.8	111.6	116.0	137.1	109.6	118.3	131.0
Generalist/Multidiscipline Tech Spcty/Skilled Trade Gnrlist/MultiDisc	25	256	95.8	106.3	115.5	104.5	113.2	128.5	106.1	116.5	127.2

**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	24	1052	94.3	103.8	112.8	104.6	114.1	124.5	106.5	115.7	128.8
US Dollars	7	241	98.0	110.5	119.5	109.7	121.7	123.8	112.3	120.6	125.2

**Company Industry**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	11	175	97.2	107.2	127.7	108.6	122.8	135.0	112.3	122.1	130.1
Integrated E&P and Refining	5	580	102.6	114.3	120.9	119.5	120.9	135.9	121.4	131.0	141.4
Utility	11	301	94.1	112.2	113.6	98.8	119.4	129.0	96.2	119.8	129.7

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 : AZT – Technical Specialty/Skilled Trade  
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	1380	118.0	126.0	137.6	129.9	144.2	155.9	129.8	148.5	160.3

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	11	30	103.2	111.2	130.3	115.3	133.7	149.7	112.3	135.2	151.0
Calibration Technical Specialty	8	59	111.6	119.4	134.0	132.0	145.9	156.8	133.8	146.9	164.5
Chemistry Technical Specialty	4	53	---	130.6	---	---	148.3	---	---	157.6	---
Civil Engineering Technical Specialty	5	11	94.9	115.3	138.2	104.9	136.1	162.6	107.9	141.6	198.0
Electrical Skilled Trade	6	28	102.4	120.4	128.9	121.4	132.2	149.9	114.0	132.6	161.4
Engineering Technical Specialty	13	95	111.1	122.9	133.0	135.2	144.3	151.6	137.9	148.4	169.1
Equipment Maint Technical Specialty	12	160	122.8	134.3	138.2	145.8	152.2	164.4	143.2	157.3	174.9
Field Metering Technical Specialty	6	14	114.8	130.9	134.4	133.4	150.8	153.3	134.5	156.5	157.5
Geographical Information Sysys Tech Spcty	15	26	110.1	120.0	134.8	122.5	144.0	161.8	124.0	144.0	160.7
Geological Technical Specialty	8	28	105.4	112.6	128.8	126.4	134.4	153.7	110.8	137.6	150.8
Geophysical Technical Specialty	6	6	112.6	121.0	154.3	134.2	148.2	196.8	131.0	147.0	184.6
Geosciences Technical Specialty	9	17	125.4	128.1	138.0	136.7	152.0	162.5	133.3	153.2	170.3
Inspector Technical Specialty	10	59	119.4	130.8	141.8	140.5	151.8	164.1	141.0	152.9	167.1
Maintenance Planning – Onshore	10	170	121.9	127.5	140.9	140.5	145.4	149.9	144.5	149.0	164.6
Process Technical Specialty	10	57	119.2	129.9	139.5	127.8	152.2	163.0	128.5	159.3	174.8
Prodn/Ops Laboratory Technical Specialty	9	25	106.3	129.9	141.4	131.4	150.8	160.5	117.6	147.3	195.3

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 

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Quality Cntrl/Inspection	17	93	116.1	125.6	134.2	132.2	146.3	153.9	133.5	153.0	175.5
Technical Spcty											
Skilled Trade	7	25	128.7	137.1	154.3	143.8	154.7	180.9	155.0	169.4	199.4
Generalist/Multidiscipline											
Tech Spcty/Skilled Trade	22	286	116.8	126.0	134.8	129.2	146.6	152.3	132.7	149.7	158.1
Grnrlst/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	20	844	114.4	121.6	129.1	127.5	133.9	149.5	127.3	140.1	156.0
US Dollars	6	227	121.6	128.4	140.1	130.8	144.8	153.5	132.2	147.8	153.7

**Company Industry**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	267	115.3	128.4	140.6	136.5	149.1	158.7	139.1	151.4	161.4
Integrated E&P and Refining	5	507	124.0	134.1	147.5	147.6	149.9	167.3	150.6	156.9	178.2
Utility	7	87	118.0	118.8	126.0	118.0	126.0	132.4	118.0	125.3	134.6

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 : AZT – Technical Specialty/Skilled Trade  
Level : P5 – Master (P5)

### Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
22	386	140.3	150.3	160.0	164.3	180.3	189.1	166.5	189.0	196.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Engineering Technical Specialty	11	62	143.1	146.5	153.4	168.5	178.9	187.8	162.3	185.6	193.1
Equipment Maint Technical Specialty	6	19	143.1	154.2	170.8	172.8	186.1	191.0	184.0	187.2	192.9
Field Metering Technical Specialty	5	6	140.5	149.6	158.4	165.9	179.1	191.7	172.4	189.6	199.2
Geographical Information Sys Tech Spcty	4	4	---	134.0	---	---	163.8	---	---	159.7	---
Geological Technical Specialty	7	10	123.5	140.0	145.9	158.9	166.7	185.5	159.3	167.3	187.1
Geophysical Technical Specialty	4	7	---	137.7	---	---	---	---	---	171.7	---
Geosciences Technical Specialty	5	11	153.7	162.7	204.1	179.4	193.5	239.1	173.3	190.5	243.1
Inspector Technical Specialty	7	16	132.0	139.7	164.0	163.4	171.1	191.9	170.1	176.0	192.9
Maintenance Planning – Onshore	7	28	134.2	147.3	156.9	155.9	178.1	196.5	156.7	182.2	219.8
Mjr Cnsrt Tech Spcty Grnrlst/MultiDisc	4	13	---	144.6	---	---	174.2	---	---	178.6	---
Process Technical Specialty	6	24	128.0	141.4	157.9	152.2	170.6	192.9	154.3	185.2	199.0
Prodn/Ops Laboratory Technical Specialty	4	8	---	145.5	---	---	---	---	---	182.4	---
Quality Cntrl/Inspection Technical Spcty	10	38	134.5	143.5	156.0	159.1	172.3	192.0	164.3	179.0	196.3
Stationary Engineering Technical Spcty	4	16	---	160.9	---	---	196.9	---	---	201.9	---
Tech Spcty/Skilled Trade Grnrlst/MultiDisc	16	70	146.6	151.8	154.8	166.2	176.4	184.0	168.2	183.1	195.2

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 

### 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	262	139.1	148.3	153.7	161.7	178.4	184.0	166.5	185.4	194.9
US Dollars	5	113	140.2	148.2	171.2	152.9	171.9	188.5	153.9	167.7	194.0

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	180	132.0	140.5	161.6	163.6	169.7	189.8	165.4	179.4	193.4
Integrated E&P and Refining	5	120	148.2	159.5	203.5	181.5	189.3	236.7	189.8	194.9	242.3

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	122	164.8	171.9	189.8	201.7	208.9	236.9	197.9	212.7	249.1

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Engineering Technical Specialty	5	22	150.7	171.8	198.7	---	222.6	---	170.0	232.7	273.2
Tech Spcty/Skilled Trade	5	13	167.5	170.0	184.4	201.6	209.7	227.5	192.4	215.7	246.3
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	8	110	147.2	168.7	179.6	198.7	208.9	226.5	192.3	209.5	243.0

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	7	99	141.6	172.8	197.9	199.3	214.0	249.9	196.2	210.1	253.0

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 : AZT – Technical Specialty/Skilled Trade  
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
28	884	60.3	69.2	79.0	67.7	71.9	81.6	65.5	71.8	84.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	4	15	---	63.5	---	---	64.1	---	---	64.5	---
Equipment Maint Technical Specialty	5	265	52.5	68.4	79.0	54.7	71.5	81.9	52.5	73.9	82.0
Prodn/Ops Laboratory Technical Specialty	7	9	58.5	64.6	69.6	63.2	69.1	76.5	62.1	69.1	78.2
Stationary Engineering Technical Spcty	7	55	69.4	72.9	92.8	72.0	80.4	104.0	71.9	82.0	115.3
Tech Spcty/Skilled Trade Grndst/MultiDisc	10	196	52.5	60.3	67.3	56.2	65.8	71.9	52.9	66.0	72.1

### 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	20	385	60.3	69.3	79.0	67.7	72.3	81.6	65.5	72.7	84.6
US Dollars	4	18	---	69.8	---	---	72.4	---	---	72.3	---

### 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	26	---	64.5	---	---	---	---	---	69.9	---
Integrated E&P and Refining	4	30	---	68.1	---	---	71.1	---	---	71.4	---
Utility	9	619	57.0	67.7	81.7	61.1	67.7	83.5	60.9	67.7	84.0

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 : AZT – Technical Specialty/Skilled Trade  
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
39	2878	68.9	80.2	93.0	76.3	86.2	93.8	78.1	86.8	98.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	10	112	64.0	74.3	87.7	69.7	87.2	93.3	65.0	81.5	94.2
Civil Engineering Technical Specialty	6	186	71.9	79.6	88.3	80.5	83.6	88.7	81.0	83.8	90.9
Electrical Skilled Trade	8	216	70.3	85.2	108.9	74.3	91.7	117.2	74.1	92.8	129.7
Eltrc Trans and/or Dist Tech Spcty	4	191	---	96.7	---	---	105.2	---	---	105.8	---
Engineering Technical Specialty	11	97	65.7	82.9	87.3	76.7	86.3	91.6	73.9	85.3	90.9
Equipment Maint Technical Specialty	13	400	65.6	77.0	91.3	67.7	80.0	91.3	68.3	82.0	91.3
Geographical Information Systs Tech Spcty	4	27	---	76.7	---	---	80.6	---	---	80.8	---
Mechanical Skilled Trade	9	105	65.2	80.6	102.8	67.8	83.0	102.8	67.8	85.3	102.8
Process Technical Specialty	4	13	---	77.2	---	---	81.0	---	---	81.1	---
Prodn/Ops Laboratory Technical Specialty	8	63	67.4	84.0	94.0	72.5	87.3	97.1	77.8	86.4	97.6
Quality Cntrl/Inspection Technical Spcty	10	43	60.2	70.6	84.8	69.8	83.3	90.8	65.4	80.5	91.3
Skilled Trade	7	396	64.4	69.1	94.9	72.1	75.1	94.9	75.9	77.0	94.9
Generalist/Multidiscipline											
Stationary Engineering Technical Spcty	9	166	85.0	94.9	106.6	89.9	96.9	116.8	92.4	105.3	126.9
Tech Spcty/Skilled Trade Gnrlist/MultiDisc	16	313	65.0	80.2	99.0	71.6	86.6	100.1	74.3	88.0	100.0

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 

### 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	1701	69.1	80.2	86.4	78.3	84.3	91.6	78.2	84.4	92.2
US Dollars	7	66	65.4	68.7	93.0	65.4	76.9	93.0	65.4	78.7	93.0

### 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)	8	65	68.8	75.6	94.2	79.8	90.0	97.7	79.3	86.9	96.2
Integrated E&P and Refining	4	38	---	79.2	---	---	87.3	---	---	88.7	---
Utility	14	2313	65.9	80.0	87.2	71.4	83.4	89.4	70.1	83.4	90.2

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 : AZT – Technical Specialty/Skilled Trade  
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
38	5457	81.5	96.5	109.5	88.3	102.0	115.4	89.9	102.0	119.1

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
CAD/CAE Drafting Technical Specialty	11	101	65.7	83.8	95.8	74.0	93.8	107.2	68.3	92.5	105.9
Calibration Technical Specialty	5	81	83.2	105.5	119.3	94.0	116.0	124.1	93.6	121.2	134.9
Civil Engineering Technical Specialty	8	162	77.7	92.5	102.5	86.0	92.5	107.1	85.2	94.5	109.4
Electrical Skilled Trade	15	982	98.0	112.2	119.7	106.5	116.7	134.1	106.5	118.8	130.6
Elctrc Trans and/or Dist Tech Spcty	6	628	90.3	114.4	116.5	90.3	119.5	127.6	90.3	120.6	129.8
Engineering Technical Specialty	8	90	74.9	90.9	120.9	89.4	102.1	131.7	88.8	101.7	125.3
Equipment Maint Technical Specialty	9	478	77.6	91.0	107.5	82.3	102.8	108.3	83.4	101.0	111.4
Field Metering Technical Specialty	4	12	---	102.6	---	---	107.6	---	---	110.0	---
Geological Technical Specialty	5	17	75.4	78.0	85.7	---	90.9	---	83.0	93.2	102.7
Geophysical Technical Specialty	4	7	---	91.8	---	---	---	---	---	103.7	---
Inspector Technical Specialty	4	20	---	108.2	---	---	113.9	---	---	120.8	---
Machinery/Millwright Skilled Trade	5	56	85.9	105.5	132.6	90.8	116.1	150.7	92.9	114.4	168.9
Maintenance Planning – Onshore	7	20	105.5	111.6	116.4	111.6	116.1	131.5	114.6	121.5	146.2
Mechanical Skilled Trade	9	996	90.1	105.5	109.1	90.8	105.9	116.4	90.9	107.4	122.2
Process Technical Specialty	6	206	87.4	108.9	126.2	96.7	115.8	138.8	96.5	118.1	159.5
Prodn/Ops Laboratory Technical Specialty	8	76	76.6	94.2	101.9	82.7	96.0	106.4	84.1	97.0	109.4

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 

## Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Quality Cntrl/Inspection	10	128	87.5	102.6	104.4	89.9	103.7	113.4	90.9	103.7	114.8
Technical Spcty											
Skilled Trade	10	269	84.4	105.7	121.0	93.3	108.0	131.3	96.0	108.0	137.3
Generalist/Multidiscipline											
Stationary Engineering	6	324	93.2	107.8	122.8	103.0	111.8	136.9	107.6	123.9	155.1
Technical Spcty											
Tech Spcty/Skilled Trade	20	516	76.5	91.1	112.4	81.1	97.8	114.4	81.5	100.1	115.6
Gnrlist/MultiDisc											
Welding Skilled Trade	4	45	---	84.7	---	---	85.5	---	---	85.9	---

## Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	24	3140	83.1	92.8	109.9	88.8	102.0	114.9	90.4	102.0	120.9
US Dollars	7	54	79.0	83.6	97.5	86.0	92.0	107.8	87.4	90.7	107.9

## 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)	11	141	80.0	96.3	107.2	93.9	106.4	120.8	90.7	104.9	123.0
Integrated E&P and Refining	5	83	75.6	96.6	112.6	86.1	109.2	115.0	88.3	112.3	116.0
Utility	12	4337	81.9	95.5	110.3	82.5	97.9	114.2	83.5	98.8	114.2

All values in Canadian Dollar

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Company weighted statistics

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

WillisTowersWatson 

Function : AZT – Technical Specialty/Skilled Trade  
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
31	2100	97.0	110.2	121.5	106.3	120.9	132.9	103.4	122.4	137.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Calibration Technical Specialty	6	19	98.5	111.2	133.7	105.8	128.6	159.1	110.7	138.6	168.8
Civil Engineering Technical Specialty	5	58	90.9	96.2	108.3	95.6	104.8	126.9	95.6	112.4	129.0
Electrical Skilled Trade	9	57	99.4	112.9	118.2	103.6	123.0	130.2	103.7	125.3	132.9
Eltrc Trans and/or Dist Tech Spcty	4	337	---	124.0	---	---	131.0	---	---	132.3	---
Engineering Technical Specialty	6	26	90.0	98.7	110.2	109.6	122.4	129.5	105.7	119.8	130.4
Equipment Maint Technical Specialty	8	257	97.9	106.3	117.3	104.1	117.7	132.6	105.6	120.1	137.0
Geological Technical Specialty	5	11	95.8	97.8	128.8	---	120.6	---	106.9	110.6	151.5
Machinery/Millwright Skilled Trade	4	13	---	110.2	---	---	121.3	---	---	124.0	---
Mechanical Skilled Trade	6	125	84.0	109.0	120.3	89.1	114.7	135.7	89.6	113.9	146.5
Prodn/Ops Laboratory Technical Specialty	7	37	91.7	100.9	116.9	101.2	103.9	126.2	105.0	127.0	128.8
Quality Cntrl/Inspection Technical Spcty	4	7	---	109.0	---	---	---	---	---	125.7	---
Skilled Trade Generalist/Multidiscipline	9	225	86.1	93.0	119.2	95.2	99.7	128.6	95.1	101.5	129.3
Stationary Engineering Technical Spcty	7	238	106.3	122.6	138.8	121.9	134.2	159.3	126.7	153.6	177.9
Tech Spcty/Skilled Trade Grnrlst/MultiDisc	13	218	88.6	107.9	122.7	94.0	108.8	135.8	96.5	108.7	135.4
Technical Spcty/Skilled Trade – NA Disc	4	77	---	96.3	---	---	---	---	---	99.5	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

### Company 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	1137	92.9	105.5	120.1	98.1	120.0	132.8	97.0	125.0	135.7
US Dollars	6	25	96.4	105.7	128.8	106.7	118.8	136.9	104.9	121.1	137.7

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	115	95.5	105.0	111.9	111.5	120.5	127.1	104.4	122.2	129.5
Integrated E&P and Refining	4	49	---	107.2	---	---	122.9	---	---	124.1	---
Utility	8	1304	85.7	95.2	119.0	93.4	99.4	126.6	94.0	100.2	128.4

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	15	144	70.5	79.0	86.9	77.1	84.6	95.4	76.2	81.5	93.9

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Machinery/Millwright Skilled Trade	5	11	64.3	72.5	91.6	---	---	---	65.8	74.5	101.6
Skilled Trade	7	39	69.6	79.0	86.1	---	85.8	---	71.3	79.0	90.5
Generalist/Multidiscipline	9	56	75.5	81.4	92.8	81.4	90.8	97.5	84.1	87.9	99.4
Stationary Engineering											
Technical Svcty											

### 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	122	69.8	75.5	86.7	75.5	78.8	94.7	74.9	78.3	93.5

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	43	---	83.4	---	---	85.8	---	---	90.1	---
Utility	4	28	---	76.2	---	---	---	---	---	77.6	---

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 : AZT – Technical Specialty/Skilled Trade

Level : W2 – Intermediate (W2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
23	1247	82.8	91.7	101.2	86.0	98.4	111.0	84.9	100.8	111.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Electrical Skilled Trade	10	76	86.9	95.6	106.7	79.7	98.5	129.0	89.2	102.9	114.9
Machinery/Millwright Skilled Trade	9	39	82.9	92.8	109.3	81.7	100.1	124.3	84.4	98.7	116.7
Mechanical Skilled Trade	5	28	79.5	89.3	101.3	---	89.3	---	81.9	100.4	107.0
Skilled Trade	10	360	86.4	100.1	108.0	81.5	98.6	121.1	88.7	102.7	117.4
Generalist/Multidiscipline											
Stationary Engineering	13	399	89.2	95.4	107.7	94.2	106.1	115.0	97.6	108.2	116.4
Technical Spty											

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	1089	80.7	89.4	100.3	78.8	95.2	101.2	81.1	99.1	105.4
US Dollars	4	111	---	94.3	---	---	103.7	---	---	105.3	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	346	89.3	97.3	109.3	95.7	106.6	117.6	99.6	108.4	136.5
Integrated E&P and Refining	4	161	---	96.4	---	---	102.7	---	---	105.2	---
Pipeline	4	203	---	86.0	---	---	91.9	---	---	98.2	---
Utility	7	363	78.1	83.3	97.2	77.0	90.3	100.9	78.1	84.9	101.2

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

### Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
21	4432	100.1	109.4	118.7	107.3	113.8	128.3	110.1	114.1	131.9

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Calibration Technical Specialty	4	31	---	114.4	---	---	126.9	---	---	134.9	---
Electrical Skilled Trade	15	679	100.3	106.9	119.5	106.6	110.8	129.4	109.0	113.5	133.5
Eltrc Trans and/or Dist Tech Spcty	4	156	---	120.8	---	---	---	---	---	130.2	---
Machinery/Millwright Skilled Trade	12	416	100.9	108.7	124.5	107.9	114.3	132.0	108.9	114.0	148.8
Mechanical Skilled Trade	14	506	100.4	106.6	115.4	106.6	112.2	129.2	105.3	113.8	135.2
Prodn/Ops Laboratory	5	77	101.5	104.2	119.3	---	111.7	---	105.6	108.2	135.4
Technical Specialty	15	825	100.5	105.3	125.2	106.4	111.3	133.7	110.3	113.1	137.7
Generalist/Multidiscipline	14	1384	103.7	110.4	119.2	109.4	116.8	127.6	114.9	120.6	134.3
Stationary Engineering	10	200	99.0	104.2	116.2	98.2	107.2	130.0	103.1	106.1	125.8
Welding Skilled Trade	10	200	99.0	104.2	116.2	98.2	107.2	130.0	103.1	106.1	125.8

### 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	15	3195	97.1	103.8	110.7	101.3	109.7	121.8	108.3	113.2	124.4
US Dollars	4	953	---	117.5	---	---	126.1	---	---	128.2	---

### 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)	6	519	108.0	110.5	121.6	117.3	122.6	130.0	118.2	125.1	153.2
Integrated E&P and Refining	4	1132	---	110.7	---	---	120.6	---	---	121.8	---
Pipeline	4	882	---	98.5	---	---	105.0	---	---	110.8	---

*All values in Canadian Dollar*

*Effective date April 01, 2017*

*Company weighted statistics*

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

WillisTowers Watson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	19	1505	111.1	118.6	124.9	117.0	127.8	135.3	123.1	130.0	139.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Calibration Technical Specialty	4	40	---	125.2	---	---	---	---	---	135.8	---
Electrical Skilled Trade	9	116	110.2	119.8	124.2	117.7	123.0	133.4	121.7	125.0	136.4
Machinery/Millwright Skilled Trade	7	55	82.7	115.8	123.6	82.7	120.5	136.0	82.7	124.0	144.2
Mechanical Skilled Trade	8	89	110.5	123.1	125.3	117.1	132.1	136.3	119.6	130.0	136.7
Skilled Trade	11	329	109.7	116.1	124.0	113.0	119.2	132.9	123.4	124.8	141.1
Generalist/Multidiscipline											
Stationary Engineering	13	629	114.4	123.3	129.2	121.4	130.1	136.4	124.9	136.1	146.4
Technical Spcty											
Welding Skilled Trade	4	22	---	117.2	---	---	119.6	---	---	121.4	---

### 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	13	1113	105.5	116.0	123.4	110.5	119.9	129.8	115.1	125.5	132.4
US Dollars	4	313	---	128.3	---	---	139.4	---	---	143.3	---

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	320	120.5	123.9	129.3	130.0	132.7	143.6	129.8	142.2	165.6
Integrated E&P and Refining	4	802	---	120.8	---	---	131.4	---	---	133.7	---
Utility	4	95	---	121.9	---	---	130.0	---	---	130.8	---

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	10	79.2	101.5	134.6	79.2	106.9	155.2	79.2	104.1	155.9

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Manual/Unskilled Labor	5	10	79.2	101.5	134.6	79.2	106.9	155.2	79.2	104.1	155.9
Gnrst/MultiDisc											

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	10	79.2	101.5	134.6	79.2	106.9	155.2	79.2	104.1	155.9

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

#### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	251	47.7	60.4	71.2	50.1	63.4	72.8	49.2	63.3	71.8

#### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Manual/Unskilled Labor Gnrst/MultiDisc	8	251	47.7	60.4	71.2	50.1	63.4	72.8	49.2	63.3	71.8

#### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	7	250	46.9	57.3	68.7	48.9	63.2	69.7	48.9	63.1	68.7

#### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	112	48.5	63.4	70.8	---	66.1	---	49.5	63.4	70.8

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

WillisTowersWatson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	10	316	64.9	70.5	82.5	68.8	72.4	82.5	69.2	72.3	82.5

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Manual/Unskilled Labor	10	316	64.9	70.5	82.5	68.8	72.4	82.5	69.2	72.3	82.5
Grnst/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	315	63.9	70.0	77.1	67.6	72.4	80.2	68.4	72.1	77.8

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	278	67.2	71.6	82.5	68.4	72.3	82.5	69.0	72.8	82.5

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Company weighted statistics

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

WillisTowersWatson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	125	56.8	82.1	85.7	56.8	82.4	89.7	56.8	82.4	87.4

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Manual/Unskilled Labor Grnst/MultiDisc	9	125	56.8	82.1	85.7	56.8	82.4	89.7	56.8	82.4	87.4

### 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	8	121	55.6	82.2	86.3	56.4	84.7	89.8	56.8	84.7	87.4

### 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	95	72.2	84.3	94.7	72.2	87.0	96.1	72.2	87.0	94.9

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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  
August 2017

WillisTowersWatson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	40	---	82.7	---	---	90.3	---	---	86.3	---

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Manual/Unskilled Labor	4	40	---	82.7	---	---	90.3	---	---	86.3	---
Gnrst/MultiDisc											

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	40	---	82.7	---	---	90.3	---	---	86.3	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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2017 Energy Services MMPS Compensation Survey – Canada

Function/Level Scope Break Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : CAM – Account/Relationship 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
4	13	---	126.6	---	---	140.8	---	---	144.5	---

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 : CAM – Account/Relationship 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
	10	31	122.4	138.3	147.3	131.1	163.7	169.5	130.9	166.5	172.0

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Account/Rlshp Mgmt	6	14	139.7	149.9	172.7	158.4	177.7	194.8	163.8	175.6	200.2
Gnrlist/MultiDisc											
Industrial/Cmmcl – Acct/Rlshp	4	7	---	123.0	---	---	144.7	---	---	147.8	---
Mgmt											
Key Accounts	5	10	117.0	149.9	161.1	134.5	169.5	181.7	132.4	167.9	184.8

### 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	21	115.8	135.1	144.1	121.5	163.0	167.1	122.1	165.1	170.8

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	11	100.0	136.0	147.3	102.3	159.6	169.4	103.9	161.1	172.0

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 : CAM – Account/Relationship 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
	9	15	164.3	174.3	210.3	194.4	214.4	258.7	194.0	225.4	264.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Account/Rlshp Mgmt	6	8	161.5	172.9	202.5	183.0	214.4	237.7	196.1	220.7	248.4
Gnrlst/MultiDisc											
Industrial/Cmmcl – Acct/Rlshp Mgmt	4	4	---	188.5	---	---	231.6	---	---	223.4	---

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	6	8	156.8	172.9	195.7	183.5	214.4	244.6	170.2	220.7	258.0

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	5	---	180.9	---	---	217.4	---	---	236.5	---

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 : CAM – Account/Relationship Management

Level : S2 – Intermediate (S2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	20	71.3	84.9	103.4	96.0	104.9	122.8	78.0	90.7	105.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Account/Rlshp Mgmt	5	14	61.6	87.4	101.6	---	99.1	---	68.4	92.4	106.6
Gnrlist/MultiDisc											

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	82	74.6	98.2	122.0	97.1	108.7	132.1	88.8	106.8	129.9

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Account/Rlshp Mgmt	11	34	81.4	98.8	129.3	98.9	115.4	133.0	94.0	109.1	132.1
Gnrlist/MultiDisc											
Key Accounts	4	14	---	81.9	---	---	97.8	---	---	87.4	---

### 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	8	70	74.5	94.1	100.7	85.7	101.3	108.7	86.6	97.9	109.5

### 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	23	---	94.7	---	---	102.9	---	---	101.8	---

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

Willis Towers Watson 

Function : CAM – Account/Relationship Management  
Level : S4 – Expert (S4)

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	13	121	110.3	124.6	136.6	118.3	136.8	151.4	122.9	139.5	155.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Account/Rlshp Mgmt	9	74	110.3	118.2	130.8	116.5	130.3	151.4	120.8	129.1	153.3
Gnrlist/MultiDisc											
Industrial/Cmmcl – Acct/Rlshp	5	26	115.8	139.0	157.1	---	151.7	---	134.2	159.1	202.4
Mgmt											
Key Accounts	6	21	112.7	137.3	160.6	130.9	154.7	178.2	134.3	142.7	161.2

### 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	43	97.7	115.5	125.9	112.4	129.8	145.8	113.6	129.0	141.7
US Dollars	4	34	---	138.5	---	---	---	---	---	146.1	---

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	69	97.7	110.3	129.6	111.7	121.4	140.3	114.7	126.9	139.5

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	54	124.0	153.6	163.6	128.5	166.0	175.6	131.6	159.6	179.4

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Account/Rlshp Mgmt Gnrst/MultiDisc	4	49	---	141.7	---	---	146.2	---	---	149.3	---

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All monetary values in thousands

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

WillisTowersWatson 

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

**Total Sample**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	24	79.4	113.7	120.3	---	124.8	---	85.0	122.2	131.6

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Channel Sales	5	24	79.4	113.7	120.3	---	124.8	---	85.0	122.2	131.6
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 : CSC – Channel Sales**  
**Level : S4 – Expert (S4)**

**Total Sample**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	16	101.3	129.2	151.3	115.2	141.2	169.2	119.6	143.9	168.0

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Channel Sales	6	16	101.3	129.2	151.3	115.2	141.2	169.2	119.6	143.9	168.0
Generalist/Multidiscipline											

**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
US Dollars	4	11	---	131.4	---	---	141.2	---	---	143.9	---

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

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

Willis Towers Watson 

Function : CSD – Direct Sales  
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
	4	5	---	106.3	---	---	---	---	---	108.0	---

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	4	5	---	106.3	---	---	---	---	---	108.0	---
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 : CSD – Direct Sales  
Level : M2 – Manager (M2)

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	44	114.0	153.6	161.3	167.5	178.3	192.3	116.5	178.3	196.3

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	5	36	109.5	139.4	158.8	136.7	171.0	190.5	111.2	178.0	197.0
Generalist/Multidiscipline											

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	19	---	156.9	---	---	188.3	---	---	195.9	---

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	14	---	156.9	---	---	181.3	---	---	186.9	---

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 : CSD – Direct Sales  
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
	8	30	152.7	182.5	203.6	185.2	223.3	260.0	190.1	236.1	265.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	4	20	---	182.8	---	---	226.0	---	---	229.3	---
Generalist/Multidiscipline											

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	11	---	168.3	---	---	210.4	---	---	221.8	---

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 : CSD – Direct Sales  
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	22	172.9	188.0	223.5	196.0	232.7	286.0	199.5	221.0	297.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	4	20	---	187.6	---	---	221.8	---	---	208.2	---
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	5	9	165.9	180.8	226.0	202.2	243.0	286.9	208.2	225.7	302.1

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	93	51.3	81.1	107.7	59.7	91.2	104.1	58.5	93.2	119.4

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	7	75	59.9	82.2	111.7	74.5	91.5	111.7	61.5	91.5	126.3
Generalist/Multidiscipline											

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	4	41	---	64.1	---	---	---	---	---	74.0	---
US Dollars	4	52	---	103.8	---	---	---	---	---	111.0	---

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	13	275	84.4	98.1	118.2	94.3	111.8	123.6	97.0	115.1	125.7

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	11	243	88.2	99.4	119.1	88.9	113.4	126.9	99.7	117.1	127.6
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	79	82.0	93.8	98.8	80.1	100.2	112.0	93.6	108.3	117.1
US Dollars	5	179	91.7	117.3	128.8	---	119.9	---	100.6	123.6	185.3

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	48	---	98.4	---	---	118.1	---	---	116.1	---

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	201	124.0	127.2	131.8	128.2	145.6	153.4	127.5	151.2	160.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	9	174	114.1	127.9	130.6	123.4	145.5	163.5	126.3	153.7	161.0
Generalist/Multidiscipline											

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	6	94	105.0	126.7	127.3	118.8	137.3	149.3	119.0	141.4	155.8

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	4	82	---	129.8	---	---	152.3	---	---	155.7	---

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

**Total Sample**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	55	129.3	153.6	171.7	140.2	181.8	185.0	150.5	182.0	196.9

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Direct Sales	6	51	120.2	154.4	178.1	139.1	158.1	189.8	144.4	169.1	201.9
Generalist/Multidiscipline											

**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	5	13	118.4	151.5	154.9	---	161.0	---	140.3	181.5	196.6

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	37	70.2	78.7	90.7	71.5	90.5	98.7	72.0	92.6	100.3

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Sales Support and Adm Gnrst/MultiDisc	4	20	---	85.9	---	---	97.3	---	---	99.3	---

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 : CUS – Sales Support and Administration

Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	31	94.4	105.9	125.8	102.0	118.4	130.3	104.2	122.3	135.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Sales Ops Support	4	7	---	107.6	---	---	120.7	---	---	125.4	---
Sales Support and Adm	5	17	88.9	98.9	119.5	94.3	113.8	124.2	95.4	119.7	125.0
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
US Dollars	4	17	---	115.9	---	---	120.4	---	---	121.7	---

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

WillisTowers Watson 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	16	---	126.8	---	---	147.7	---	---	152.1	---

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Sales Support and Adm Gnrst/MultiDisc	4	7	---	127.1	---	---	148.1	---	---	152.4	---

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

### Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	19	---	57.5	---	---	62.3	---	---	64.1	---

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Sales Support and Adm Gnrst/MultiDisc	4	18	---	57.5	---	---	62.3	---	---	64.1	---

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	316	102.6	110.3	122.5	109.4	121.4	137.4	108.6	123.5	134.9

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Distribution Meter Svcs Gnrst/MultiDisc	5	21	99.3	108.8	116.6	106.3	120.3	133.4	107.9	121.5	132.0
Energy Del/Distribution Gnrst/MultiDisc	4	65	---	128.1	---	---	144.1	---	---	144.7	---

### 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	7	186	103.3	111.2	126.1	115.0	122.6	138.7	117.7	125.4	135.0

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	260	102.3	111.2	126.1	107.5	122.6	138.7	105.6	125.4	135.0

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 : EDD – Energy Delivery/Distribution  
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	113	119.0	130.4	147.4	130.9	154.6	162.2	133.2	157.7	163.7

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Distribution Meter Svcs Gnrlist/MultiDisc	6	9	122.2	132.2	143.4	130.2	151.3	169.7	132.5	154.0	169.7
Electric Distribution Svcs Ops	4	11	---	142.7	---	---	163.9	---	---	162.0	---
Energy Del/Distribution Gnrlist/MultiDisc	5	56	110.6	135.3	150.6	116.5	155.6	173.3	116.7	158.4	175.5

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Canadian Dollars	9	111	110.9	130.4	141.9	116.9	154.6	163.2	118.0	157.7	161.9

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	10	98	115.0	132.4	147.4	123.9	155.5	164.0	125.6	158.5	165.1

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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