

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	136	1.9	---	1.5	2.0	2.2	---
Other Perquisite Amount	4	8	8.2	---	---	7.0	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	157	0.9	0.3	0.3	0.5	0.8	3.3
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	7	32	20.9	---	9.9	13.3	20.0	---
Performance Awards/Project Bonus Amount	5	33	1.0	---	0.6	1.1	1.3	---
Total Perquisites	21	311	2.3	0.4	0.5	1.7	4.2	6.1
Total Variable Payments – Excluding Actual Bonus	13	77	13.6	0.4	1.2	8.6	19.6	47.8

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	88% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	12% Yes	4% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
98% Not Eligible	100% No	96% No	88% No
2% Full Financial Counseling	0% Yes	4% Yes	12% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
66% No	87% No		
34% Yes	13% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	96% No	100% No
0% Full Financial Counseling	0% Yes	4% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
58% No	100% No		
42% Yes	0% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AAT – Transportation Services and Administration
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
13% Company Car only	0% Eligibility Based on Job Status	88% No	100% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	13% Yes	0% Yes
0% Choice of Car or Allowance			
88% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
75% No	94% No		
25% Yes	6% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

67% No
 33% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

83% No
 17% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

100% No
 0% Yes

Transportation Allowance Eligibility

83% No
 17% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	7	3.3	---	0.7	2.2	6.5	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

75% No
25% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

100% Not Eligible
0% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

99% No
1% Yes

Performance Award/Project Bonus Eligibility

100% No
0% Yes

Recreation/Wellness Allowance Eligibility

75% No
25% Yes

Transportation Allowance Eligibility

98% No
2% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	89% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	86% No	89% No
0% Full Financial Counseling	0% Yes	14% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
78% No	100% No		
22% Yes	0% Yes		

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

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 89% No 11% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 89% No 11% Yes	Performance Award/Project Bonus Eligibility 100% No 0% Yes
Recreation/Wellness Allowance Eligibility 78% No 22% Yes	Transportation Allowance Eligibility 97% No 3% Yes		

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	1	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

75% No
 25% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

75% No
 25% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	1	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 80% No 20% Yes	Other Perquisites Eligibility 90% No 10% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 80% No 20% Yes	Performance Award/Project Bonus Eligibility 100% No 0% Yes
Recreation/Wellness Allowance Eligibility 87% No 13% Yes	Transportation Allowance Eligibility 100% No 0% Yes		

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

All monetary values in thousands

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	9	1.3	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	10	1.5	---	0.3	0.5	3.1	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

89% No
 11% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

89% No
 11% Yes

Performance Award/Project Bonus Eligibility

89% No
 11% Yes

Recreation/Wellness Allowance Eligibility

56% No
 44% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 50% No 50% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 75% Not Eligible 25% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 100% No 0% Yes
Recreation/Wellness Allowance Eligibility 100% No 0% Yes	Transportation Allowance Eligibility 100% No 0% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

87% Not Eligible
 13% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

75% No
 25% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	5	2.5	---	0.6	2.8	4.3	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

87% No
13% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

93% Not Eligible
7% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

93% No
7% Yes

Performance Award/Project Bonus Eligibility

100% No
0% Yes

Recreation/Wellness Allowance Eligibility

80% No
20% Yes

Transportation Allowance Eligibility

87% No
13% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	5	6.5	---	4.2	6.7	8.7	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

90% No
 10% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

60% No
 40% Yes

Transportation Allowance Eligibility

70% No
 30% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

91% No
9% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

100% Not Eligible
0% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

91% No
9% Yes

Recreation/Wellness Allowance Eligibility

64% No
36% Yes

Transportation Allowance Eligibility

100% No
0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	6	0.9	---	---	0.5	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

93% No
7% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

93% Not Eligible
7% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

93% No
7% Yes

Recreation/Wellness Allowance Eligibility

73% No
27% Yes

Transportation Allowance Eligibility

100% No
0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AAY – Security
Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	6	9	1.7	---	0.5	1.1	2.9	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

87% No
13% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

94% Not Eligible
6% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

94% No
6% Yes

Performance Award/Project Bonus Eligibility

94% No
6% Yes

Recreation/Wellness Allowance Eligibility

77% No
23% Yes

Transportation Allowance Eligibility

87% No
13% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	0	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

80% No
 20% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

100% No
 0% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	10	0.8	---	0.3	0.5	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	10	13	1.1	0.3	0.3	0.9	1.8	2.8
Total Variable Payments – Excluding Actual Bonus	5	8	14.0	---	1.0	4.8	31.6	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

89% No
 11% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

87% No
 13% Yes

Performance Award/Project Bonus Eligibility

89% No
 11% Yes

Recreation/Wellness Allowance Eligibility

58% No
 42% Yes

Transportation Allowance Eligibility

89% No
 11% Yes

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	7	10	2.0	---	0.5	1.1	3.4	---
Total Variable Payments – Excluding Actual Bonus	5	6	16.4	---	1.3	9.8	34.9	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	79% No	88% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	21% Yes	12% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	94% No	76% No
0% Full Financial Counseling	0% Yes	6% Yes	24% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
73% No	85% No		
27% Yes	15% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	6	23	5.3	---	2.3	4.6	9.3	---
Other Perquisite Amount	4	14	4.8	---	---	3.0	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	41	0.9	0.3	0.3	0.5	0.7	4.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	19	72	5.3	0.4	1.3	4.6	7.6	15.1
Total Variable Payments – Excluding Actual Bonus	5	7	15.2	---	1.2	2.7	35.4	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

86% No
 14% Yes

Other Perquisites Eligibility

91% No
 9% Yes

Financial Counseling Eligibility

97% Not Eligible
 3% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

99% No
 1% Yes

Performance Award/Project Bonus Eligibility

91% No
 9% Yes

Recreation/Wellness Allowance Eligibility

63% No
 37% Yes

Transportation Allowance Eligibility

76% No
 24% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	4	4	9.3	---	---	11.4	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	8	33	7.3	---	3.7	8.5	9.9	---
Other Perquisite Amount	4	7	3.7	---	---	2.5	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	35	1.8	0.3	0.3	0.5	3.1	7.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	21	74	10.4	3.2	4.2	8.3	13.4	20.6
Total Variable Payments – Excluding Actual Bonus	5	9	6.5	---	0.6	3.8	13.8	---

Car Eligibility

3% Company Car only
6% Car Allowance

0% Choice of Car or Allowance
91% Not Eligible

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

77% No
23% Yes

Other Perquisites Eligibility

88% No
12% Yes

Financial Counseling Eligibility

94% Not Eligible
6% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

91% No
9% Yes

Recreation/Wellness Allowance Eligibility

65% No
35% Yes

Transportation Allowance Eligibility

65% No
35% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	2	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	6	3.1	---	---	1.7	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	11	22	10.4	2.0	6.3	9.0	14.3	17.9
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 14% Car Allowance

 0% Choice of Car or Allowance
 86% Not Eligible

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

79% No
 21% Yes

Other Perquisites Eligibility

93% No
 7% Yes

Financial Counseling Eligibility

93% Not Eligible
 7% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

86% No
 14% Yes

Recreation/Wellness Allowance Eligibility

71% No
 29% Yes

Transportation Allowance Eligibility

43% No
 57% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ACA – Corporate Affairs/Communications
Level : P2 – Intermediate (P2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	15	1.7	---	---	2.0	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	31	0.8	0.3	0.3	0.5	0.9	3.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	6	9.6	---	---	10.2	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	17	48	1.2	0.3	0.4	1.0	1.8	3.0
Total Variable Payments – Excluding Actual Bonus	8	13	6.7	---	0.6	3.2	15.2	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	88% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	12% Yes	3% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	98% No	88% No
0% Full Financial Counseling	0% Yes	2% Yes	12% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
63% No	91% No		
37% Yes	9% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

Willis Towers Watson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	2	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	44	2.2	---	1.4	2.1	3.1	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	108	0.9	0.3	0.3	0.5	0.9	3.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	7	18	13.2	---	10.5	13.1	14.6	---
Performance Awards/Project Bonus Amount	5	21	1.4	---	0.4	1.5	2.3	---
Total Perquisites	21	163	2.5	0.3	0.5	1.3	3.8	6.6
Total Variable Payments – Excluding Actual Bonus	13	43	8.4	0.3	0.8	7.2	15.4	21.9

Car Eligibility

0% Company Car only
 1% Car Allowance

 0% Choice of Car or Allowance
 99% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 100% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

89% No
 11% Yes

Other Perquisites Eligibility

96% No
 4% Yes

Financial Counseling Eligibility

97% Not Eligible
 3% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

95% No
 5% Yes

Performance Award/Project Bonus Eligibility

91% No
 9% Yes

Recreation/Wellness Allowance Eligibility

67% No
 33% Yes

Transportation Allowance Eligibility

91% No
 9% Yes

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

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	80	3.0	---	1.3	2.1	5.0	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	90	0.5	0.3	0.3	0.5	0.6	1.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	6	17	15.1	---	9.8	15.8	19.0	---
Performance Awards/Project Bonus Amount	5	33	1.2	---	0.5	1.0	1.9	---
Total Perquisites	16	177	3.0	0.3	0.4	1.8	4.7	8.9
Total Variable Payments – Excluding Actual Bonus	12	56	9.7	0.4	0.8	6.8	20.3	25.0

Car Eligibility

1% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 99% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 100% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

86% No
 14% Yes

Other Perquisites Eligibility

98% No
 2% Yes

Financial Counseling Eligibility

97% Not Eligible
 3% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

97% No
 3% Yes

Performance Award/Project Bonus Eligibility

86% No
 14% Yes

Recreation/Wellness Allowance Eligibility

69% No
 31% Yes

Transportation Allowance Eligibility

90% No
 10% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	15	0.6	---	0.3	0.5	0.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	15	57	3.9	0.3	0.8	3.4	5.4	11.3
Total Variable Payments – Excluding Actual Bonus	7	12	6.1	---	0.8	2.7	11.1	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	89% No	90% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% Yes	10% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	97% No	83% No
0% Full Financial Counseling	0% Yes	3% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	77% No		
34% Yes	23% Yes		

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	8	4.0	---	---	2.9	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	7	11	5.9	---	3.4	4.5	8.4	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	50% No	88% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	50% Yes	13% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	94% No	75% No
0% Full Financial Counseling	0% Yes	6% Yes	25% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
69% No	50% No		
31% Yes	50% Yes		

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	4	5	0.8	---	---	0.4	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 86% No 14% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 86% Not Eligible 14% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 71% No 29% Yes
Recreation/Wellness Allowance Eligibility 57% No 43% Yes	Transportation Allowance Eligibility 100% No 0% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	6	0.4	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	6	0.4	---	---	0.4	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

17% No
 83% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

80% No
20% Yes

Other Perquisites Eligibility

60% No
40% Yes

Financial Counseling Eligibility

90% Not Eligible
10% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

100% No
0% Yes

Recreation/Wellness Allowance Eligibility

100% No
0% Yes

Transportation Allowance Eligibility

80% No
20% Yes

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

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	22	1.0	---	0.3	0.5	1.4	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	11	33	6.1	0.3	0.4	3.9	5.9	26.1
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

88% No
 12% Yes

Financial Counseling Eligibility

90% Not Eligible
 10% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

90% No
 10% Yes

Recreation/Wellness Allowance Eligibility

53% No
 47% Yes

Transportation Allowance Eligibility

76% No
 24% Yes

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	4	5	10.0	---	---	10.9	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	7	41	7.8	---	5.0	9.0	10.0	---
Other Perquisite Amount	6	8	5.2	---	1.3	3.7	9.6	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	22	1.7	0.3	0.3	0.5	1.7	8.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	21	71	10.8	1.1	5.7	8.9	12.7	20.6
Total Variable Payments – Excluding Actual Bonus	5	7	11.5	---	1.8	3.1	25.4	---

Car Eligibility

3% Company Car only
 7% Car Allowance
 0% Choice of Car or Allowance
 90% Not Eligible

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

80% No
 20% Yes

Other Perquisites Eligibility

84% No
 16% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

90% No
 10% Yes

Recreation/Wellness Allowance Eligibility

65% No
 35% Yes

Transportation Allowance Eligibility

67% No
 33% Yes

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	3	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	10	26	12.9	4.7	6.4	12.1	17.6	27.1
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 20% Car Allowance

0% Choice of Car or Allowance
 80% Not Eligible

Financial Counseling Eligibility

93% Not Eligible
 7% Full Financial Counseling
 0% Tax Counseling Only

Recreation/Wellness Allowance Eligibility

73% No
 27% Yes

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Company Profit Sharing Eligibility

100% No
 0% Yes

Transportation Allowance Eligibility

40% No
 60% Yes

Flexible Perquisites Eligibility

80% No
 20% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

87% No
 13% Yes

Performance Award/Project Bonus Eligibility

80% No
 20% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	9	1.4	---	0.4	0.7	2.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	6	10	1.5	---	0.5	0.8	2.8	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

92% No
8% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

100% Not Eligible
0% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

92% No
8% Yes

Recreation/Wellness Allowance Eligibility

54% No
46% Yes

Transportation Allowance Eligibility

100% No
0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	20	0.6	---	0.3	0.5	1.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	10	26	3.2	0.3	0.5	1.6	4.8	12.9
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

89% No
 11% Yes

Other Perquisites Eligibility

94% No
 6% Yes

Financial Counseling Eligibility

95% Not Eligible
 5% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

95% No
 5% Yes

Performance Award/Project Bonus Eligibility

92% No
 8% Yes

Recreation/Wellness Allowance Eligibility

60% No
 40% Yes

Transportation Allowance Eligibility

94% No
 6% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	32	0.5	---	0.3	0.4	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	11	38	2.0	0.3	0.3	1.0	2.7	7.3
Total Variable Payments – Excluding Actual Bonus	7	12	8.6	---	0.6	2.7	18.5	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

92% No
 8% Yes

Other Perquisites Eligibility

95% No
 5% Yes

Financial Counseling Eligibility

96% Not Eligible
 4% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

96% No
 4% Yes

Performance Award/Project Bonus Eligibility

87% No
 13% Yes

Recreation/Wellness Allowance Eligibility

63% No
 37% Yes

Transportation Allowance Eligibility

88% No
 13% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	4	6	7.7	---	---	8.2	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	33	0.7	0.3	0.3	0.5	1.0	2.6
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	6	1.9	---	---	1.2	---	---
Total Perquisites	17	55	6.1	0.3	1.8	5.9	7.8	14.6
Total Variable Payments – Excluding Actual Bonus	6	10	7.7	---	0.3	1.2	13.3	---

Car Eligibility

0% Company Car only
 7% Car Allowance

0% Choice of Car or Allowance
 93% Not Eligible

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

87% No
 12% Yes

Other Perquisites Eligibility

93% No
 7% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

82% No
 18% Yes

Recreation/Wellness Allowance Eligibility

56% No
 44% Yes

Transportation Allowance Eligibility

60% No
 40% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	14	6.6	---	---	6.6	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	6	17	11.2	---	6.6	10.4	15.9	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 11% Car Allowance

0% Choice of Car or Allowance
 89% Not Eligible

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Recreation/Wellness Allowance Eligibility

67% No
 33% Yes

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Company Profit Sharing Eligibility

100% No
 0% Yes

Transportation Allowance Eligibility

55% No
 45% Yes

Flexible Perquisites Eligibility

66% No
 34% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

78% No
 22% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

40% No
 60% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

83% No
 17% Yes

Recreation/Wellness Allowance Eligibility

53% No
 47% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	5	1.8	---	---	0.5	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	8	13	4.9	---	1.2	3.7	5.9	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	86% No	86% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	14% Yes	14% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
93% Not Eligible	100% No	100% No	93% No
7% Full Financial Counseling	0% Yes	0% Yes	7% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	79% No		
36% Yes	21% Yes		

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AEM – Data Analytics/Business Intelligence and Data Science
 Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	2	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	9	6.9	---	3.0	9.0	9.8	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	10	16	10.4	2.8	3.8	8.7	16.0	22.7
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 14% Car Allowance

 0% Choice of Car or Allowance
 86% Not Eligible

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

64% No
 36% Yes

Other Perquisites Eligibility

86% No
 14% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

93% No
 7% Yes

Performance Award/Project Bonus Eligibility

93% No
 7% Yes

Recreation/Wellness Allowance Eligibility

64% No
 36% Yes

Transportation Allowance Eligibility

61% No
 39% Yes

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

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

Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : M4 – Group Manager (M4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	11	9.8	---	---	10.2	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 25% Car Allowance

0% Choice of Car or Allowance
 75% Not Eligible

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Recreation/Wellness Allowance Eligibility

75% No
 25% Yes

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Company Profit Sharing Eligibility

100% No
 0% Yes

Transportation Allowance Eligibility

50% No
 50% Yes

Flexible Perquisites Eligibility

75% No
 25% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	9	0.5	---	0.3	0.4	0.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	6	9	0.5	---	0.3	0.4	0.6	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
 0% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

99% No
 1% Yes

Performance Award/Project Bonus Eligibility

83% No
 17% Yes

Recreation/Wellness Allowance Eligibility

43% No
 58% Yes

Transportation Allowance Eligibility

100% No
 0% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AEM – Data Analytics/Business Intelligence and Data Science
Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	13	0.4	---	0.2	0.5	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	8	17	2.7	---	0.4	1.1	2.6	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

90% No
 10% Yes

Other Perquisites Eligibility

90% No
 10% Yes

Financial Counseling Eligibility

95% Not Eligible
 5% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

90% No
 10% Yes

Recreation/Wellness Allowance Eligibility

67% No
 33% Yes

Transportation Allowance Eligibility

95% No
 5% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada

Perquisites and Allowances Summary Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

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

Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	28	0.4	---	0.3	0.5	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	11	36	2.0	0.1	0.4	0.8	2.8	6.5
Total Variable Payments – Excluding Actual Bonus	5	15	8.5	---	1.1	3.5	18.3	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance

100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

86% No
14% Yes

Other Perquisites Eligibility

93% No
7% Yes

Financial Counseling Eligibility

95% Not Eligible
5% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

86% No
14% Yes

Recreation/Wellness Allowance Eligibility

62% No
38% Yes

Transportation Allowance Eligibility

90% No
10% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	7	0.6	---	---	0.5	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	8	12	7.1	---	1.3	4.0	7.1	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 82% No 18% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 82% No 18% Yes
Recreation/Wellness Allowance Eligibility 55% No 45% Yes	Transportation Allowance Eligibility 63% No 38% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AEO – Business Operations Analysis
Level : M1 – Supervisor (M1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	92% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	8% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
92% Not Eligible	100% No	100% No	100% No
8% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
92% No	100% No		
8% Yes	0% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	20	1.4	---	0.4	1.2	2.4	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance
 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

92% No
 8% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

100% Not Eligible
 0% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

85% No
 15% Yes

Recreation/Wellness Allowance Eligibility

77% No
 23% Yes

Transportation Allowance Eligibility

85% No
 15% Yes

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

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

Function : AEO – Business Operations Analysis
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	7	20	4.6	---	2.8	3.7	8.1	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	80% No	90% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% Yes	10% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
90% Not Eligible	100% No	100% No	90% No
10% Full Financial Counseling	0% Yes	0% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
70% No	80% No		
30% Yes	20% Yes		

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	12	0.6	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	7	15	1.2	---	0.4	1.0	2.0	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	88% No	94% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	12% Yes	6% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	88% No
0% Full Financial Counseling	0% Yes	0% Yes	12% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
76% No	94% No		
24% Yes	6% Yes		

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

Function : AEO – Business Operations Analysis

Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	21	1.4	---	0.4	0.5	2.2	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	9	47	2.3	---	0.4	2.1	4.0	---
Total Variable Payments – Excluding Actual Bonus	4	13	9.9	---	---	5.5	---	---

Car Eligibility

0% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
 0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

90% No
 10% Yes

Other Perquisites Eligibility

100% No
 0% Yes

Financial Counseling Eligibility

95% Not Eligible
 5% Full Financial Counseling
 0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
 0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

98% No
 2% Yes

Performance Award/Project Bonus Eligibility

86% No
 14% Yes

Recreation/Wellness Allowance Eligibility

71% No
 29% Yes

Transportation Allowance Eligibility

90% No
 10% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

Function : AEO – Business Operations Analysis
Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	27	1.0	---	0.4	0.5	1.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	9	42	2.5	---	0.5	2.7	4.1	---
Total Variable Payments – Excluding Actual Bonus	6	19	7.3	---	0.5	3.3	17.7	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	89% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% Yes	3% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	93% No	83% No
0% Full Financial Counseling	0% Yes	7% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	89% No		
33% Yes	11% Yes		

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

Function : AEO – Business Operations Analysis
Level : P5 – Master (P5)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	5	13	3.4	---	1.7	3.4	5.1	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 71% No 29% Yes	Other Perquisites Eligibility 86% No 14% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 93% No 7% Yes	Performance Award/Project Bonus Eligibility 71% No 29% Yes
Recreation/Wellness Allowance Eligibility 79% No 21% Yes	Transportation Allowance Eligibility 71% No 29% Yes		

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

Function : AFB – Accounting
Level : M1 – Supervisor (M1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	77	1.0	0.3	0.3	0.5	0.9	3.8
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	6	17.0	---	---	15.0	---	---
Performance Awards/Project Bonus Amount	4	9	0.9	---	---	1.0	---	---
Total Perquisites	17	84	2.2	0.3	0.4	0.8	3.9	6.7
Total Variable Payments – Excluding Actual Bonus	9	18	8.4	---	0.8	5.4	14.7	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	94% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	6% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
96% Not Eligible	100% No	98% No	89% No
4% Full Financial Counseling	0% Yes	2% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
62% No	87% No		
38% Yes	13% Yes		

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AFB – Accounting
 Level : P1 – Entry (P1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	101	0.8	0.3	0.3	0.5	0.5	3.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	15	112	1.2	0.3	0.4	0.5	2.0	3.1
Total Variable Payments – Excluding Actual Bonus	5	8	5.4	---	0.6	0.8	12.6	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 90% No 10% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 98% No 2% Yes	Performance Award/Project Bonus Eligibility 90% No 10% Yes
Recreation/Wellness Allowance Eligibility 61% No 39% Yes	Transportation Allowance Eligibility 93% No 7% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

Willis Towers Watson 

Function : AFB – Accounting
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	32	4.2	---	---	3.4	---	---
Other Perquisite Amount	5	22	4.9	---	0.8	4.5	9.2	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	15	103	0.9	0.3	0.3	0.5	0.9	3.4
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	23	152	4.7	0.3	0.8	3.8	6.7	9.0
Total Variable Payments – Excluding Actual Bonus	8	17	9.8	---	0.8	7.0	19.9	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

91% No
9% Yes

Other Perquisites Eligibility

92% No
8% Yes

Financial Counseling Eligibility

96% Not Eligible
4% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

98% No
2% Yes

Performance Award/Project Bonus Eligibility

91% No
9% Yes

Recreation/Wellness Allowance Eligibility

63% No
37% Yes

Transportation Allowance Eligibility

80% No
20% Yes

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

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AFB – Accounting
 Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	3	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	9	46	8.0	---	5.5	9.0	9.8	---
Other Perquisite Amount	4	11	5.9	---	---	5.0	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	30	1.7	---	0.4	0.8	3.2	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	20	98	10.5	2.7	5.4	9.2	15.3	20.9
Total Variable Payments – Excluding Actual Bonus	5	13	11.9	---	1.4	6.8	25.0	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	100% Eligibility Based on Job Status	74% No	89% No
9% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	26% Yes	11% Yes
0% Choice of Car or Allowance			
91% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	88% No
0% Full Financial Counseling	0% Yes	0% Yes	12% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
74% No	64% No		
26% Yes	36% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

Function : AFB – Accounting
Level : M4 – Group Manager (M4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	2	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	5	1.8	---	0.5	1.0	3.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	10	19	10.3	2.6	4.2	6.8	15.3	27.1
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
14% Car Allowance

0% Choice of Car or Allowance
86% Not Eligible

Car Benefit Eligibility Criteria

100% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

79% No
21% Yes

Other Perquisites Eligibility

93% No
7% Yes

Financial Counseling Eligibility

93% Not Eligible
7% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

86% No
14% Yes

Recreation/Wellness Allowance Eligibility

64% No
36% Yes

Transportation Allowance Eligibility

57% No
43% Yes

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

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

Function : AFB – Accounting
Level : P2 – Intermediate (P2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	22	1.8	---	---	2.1	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	124	0.9	0.3	0.3	0.5	0.6	4.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	7	15.4	---	4.2	13.0	27.8	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	15	149	2.2	0.3	0.4	1.0	2.2	8.0
Total Variable Payments – Excluding Actual Bonus	8	28	9.4	---	1.1	4.4	11.7	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 89% No 11% Yes	Other Perquisites Eligibility 97% No 3% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 96% No 4% Yes	Performance Award/Project Bonus Eligibility 92% No 8% Yes
Recreation/Wellness Allowance Eligibility 69% No 31% Yes	Transportation Allowance Eligibility 95% No 5% Yes		

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AFB – Accounting
 Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	99	2.2	---	1.4	2.2	3.0	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	181	0.8	0.3	0.3	0.5	0.6	3.6
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	15	13.5	---	---	12.8	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	19	298	2.3	0.3	0.4	1.0	2.5	5.4
Total Variable Payments – Excluding Actual Bonus	9	50	9.0	---	0.8	3.0	17.1	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	88% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	12% Yes	3% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
98% Not Eligible	100% No	97% No	90% No
2% Full Financial Counseling	0% Yes	3% Yes	10% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
68% No	92% No		
32% Yes	8% Yes		

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

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

Function : AFB – Accounting
Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	104	2.5	---	---	2.2	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	143	0.9	0.3	0.3	0.5	0.5	4.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	16	250	2.5	0.3	0.5	1.8	4.9	6.0
Total Variable Payments – Excluding Actual Bonus	8	34	8.6	---	1.0	3.7	16.6	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	88% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	12% Yes	2% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	98% No	89% No
0% Full Financial Counseling	0% Yes	2% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	88% No		
34% Yes	12% Yes		

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

Function : AFB – Accounting
Level : P5 – Master (P5)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	42	2.8	---	---	2.8	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	18	1.0	---	0.4	0.5	1.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	11	64	3.8	0.4	2.7	3.5	5.2	7.2
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 82% No 18% Yes	Other Perquisites Eligibility 99% No 1% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 82% No 18% Yes
Recreation/Wellness Allowance Eligibility 70% No 30% Yes	Transportation Allowance Eligibility 77% No 23% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

Function : AFB – Accounting
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	4	7.7	---	---	9.3	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	5	10.4	---	6.4	9.0	15.2	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	33% No	83% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	67% Yes	17% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	83% No
0% Full Financial Counseling	0% Yes	0% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
83% No	50% No		
17% Yes	50% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : U1 – Entry (U1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
0% Car Allowance

0% Choice of Car or Allowance
100% Not Eligible

Car Benefit Eligibility Criteria

0% Eligibility Based on Job Status
0% Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility

100% No
0% Yes

Other Perquisites Eligibility

100% No
0% Yes

Financial Counseling Eligibility

100% Not Eligible
0% Full Financial Counseling
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No
0% Yes

Performance Award/Project Bonus Eligibility

100% No
0% Yes

Recreation/Wellness Allowance Eligibility

60% No
40% Yes

Transportation Allowance Eligibility

90% No
10% Yes

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

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

Function : AFB – Accounting
Level : U2 – Intermediate (U2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	42	0.5	---	0.3	0.5	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	12	57	1.5	0.3	0.5	1.1	2.0	4.9
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	91% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	96% No	94% No
0% Full Financial Counseling	0% Yes	4% Yes	6% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
73% No	92% No		
27% Yes	8% Yes		

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFB – Accounting
Level : U3 – Senior (U3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	57	1.1	---	0.3	0.5	0.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	11	71	2.0	0.3	0.5	1.2	2.8	5.6
Total Variable Payments – Excluding Actual Bonus	7	27	4.3	---	0.6	1.5	11.1	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	94% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	6% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
100% Not Eligible	100% No	96% No	91% No
0% Full Financial Counseling	0% Yes	4% Yes	9% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
74% No	92% No		
26% Yes	8% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

Willis Towers Watson

Function : AFB – Accounting
Level : U4 – Lead (U4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	18	0.5	---	0.3	0.4	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	11	29	2.0	0.1	0.4	1.0	2.2	7.4
Total Variable Payments – Excluding Actual Bonus	5	10	3.3	---	0.3	0.9	7.5	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	87% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	13% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
96% Not Eligible	100% No	99% No	83% No
4% Full Financial Counseling	0% Yes	1% Yes	17% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
70% No	88% No		
30% Yes	12% Yes		

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

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

Function : AFC – Credit and Collections
Level : M1 – Supervisor (M1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	83% No
0% Full Financial Counseling	0% Yes	0% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	83% No		
33% Yes	17% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

Function : AFC – Credit and Collections
Level : P1 – Entry (P1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
50% No	100% No		
50% Yes	0% Yes		

All values in Canadian Dollar
 Effective date April 01, 2017
 Company weighted statistics
 All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AFC – Credit and Collections
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 100% No 0% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 86% Not Eligible 14% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 100% No 0% Yes
Recreation/Wellness Allowance Eligibility 71% No 29% Yes	Transportation Allowance Eligibility 86% No 14% Yes		

All values in Canadian Dollar
 Effective date April 01, 2017
 Company weighted statistics
 All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFC – Credit and Collections
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
100% Not Eligible	100% No	100% No	80% No
0% Full Financial Counseling	0% Yes	0% Yes	20% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
60% No	80% No		
40% Yes	20% Yes		

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

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

Function : AFC – Credit and Collections
Level : P2 – Intermediate (P2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	5	2.2	---	---	1.4	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 88% No 13% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 100% No 0% Yes
Recreation/Wellness Allowance Eligibility 59% No 41% Yes	Transportation Allowance Eligibility 100% No 0% Yes		

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

Function : AFC – Credit and Collections
Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	4	1.6	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	5	5	1.7	---	0.3	0.5	3.8	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	91% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	91% No
0% Full Financial Counseling	0% Yes	0% Yes	9% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	100% No		
36% Yes	0% Yes		

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

Function : AFC – Credit and Collections
Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
100% Not Eligible	100% No	100% No	80% No
0% Full Financial Counseling	0% Yes	0% Yes	20% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
60% No	100% No		
40% Yes	0% Yes		

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AFC – Credit and Collections
Level : U3 – Senior (U3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	0	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
100% No	100% No		
0% Yes	0% Yes		

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

Function : AFT – Financial Analysis and Tax
Level : P1 – Entry (P1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	36	0.9	---	0.3	0.5	1.4	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	8	41	1.7	---	0.5	0.9	2.4	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility	
0%	Company Car only
0%	Car Allowance
0%	Choice of Car or Allowance
100%	Not Eligible

Car Benefit Eligibility Criteria	
0%	Eligibility Based on Job Status
0%	Eligibility Based on Nature of Job/Job Requirements

Flexible Perquisites Eligibility	
95%	No
5%	Yes

Other Perquisites Eligibility	
98%	No
2%	Yes

Financial Counseling Eligibility	
95%	Not Eligible
5%	Full Financial Counseling
0%	Tax Counseling Only

Company Profit Sharing Eligibility	
100%	No
0%	Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility	
100%	No
0%	Yes

Performance Award/Project Bonus Eligibility	
95%	No
5%	Yes

Recreation/Wellness Allowance Eligibility	
62%	No
38%	Yes

Transportation Allowance Eligibility	
94%	No
6%	Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AFT – Financial Analysis and Tax
Level : M1 – Supervisor (M1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	14	0.5	---	0.3	0.5	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	10	19	5.4	0.3	0.4	0.9	7.6	29.0
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	95% No	95% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	5% Yes	5% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
96% Not Eligible	100% No	100% No	80% No
4% Full Financial Counseling	0% Yes	0% Yes	20% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
55% No	81% No		
45% Yes	19% Yes		

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

Function : AFT – Financial Analysis and Tax
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	18	4.9	---	1.8	5.0	7.9	---
Other Perquisite Amount	4	12	4.8	---	---	3.0	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	47	1.2	0.2	0.3	0.5	0.9	6.5
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	6	7	3.6	---	0.6	3.0	6.1	---
Total Perquisites	19	80	5.2	0.4	0.9	5.0	7.9	10.6
Total Variable Payments – Excluding Actual Bonus	8	10	11.1	---	1.0	4.4	11.8	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	87% No	92% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	13% Yes	8% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
96% Not Eligible	100% No	100% No	87% No
4% Full Financial Counseling	0% Yes	0% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
69% No	79% No		
31% Yes	21% Yes		

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

Function : AFT – Financial Analysis and Tax
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	3	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	7	45	7.7	---	3.9	9.0	9.6	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	52	1.7	---	0.4	1.0	2.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	20	112	8.7	3.2	4.8	8.0	13.2	15.1
Total Variable Payments – Excluding Actual Bonus	6	19	8.5	---	0.8	3.8	18.8	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	100% Eligibility Based on Job Status	80% No	92% No
8% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% Yes	8% Yes
0% Choice of Car or Allowance			
92% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
94% Not Eligible	100% No	100% No	91% No
6% Full Financial Counseling	0% Yes	0% Yes	9% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
68% No	63% No		
32% Yes	37% Yes		

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

Function : AFT – Financial Analysis and Tax
Level : M4 – Group Manager (M4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	3	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	14	1.0	---	0.3	0.5	2.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	11	30	13.2	3.7	6.2	14.3	17.6	26.1
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 20% Car Allowance 0% Choice of Car or Allowance 80% Not Eligible	Car Benefit Eligibility Criteria 100% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 80% No 20% Yes	Other Perquisites Eligibility 87% No 13% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 80% No 20% Yes
Recreation/Wellness Allowance Eligibility 60% No 40% Yes	Transportation Allowance Eligibility 40% No 60% Yes		

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

Function : AFT – Financial Analysis and Tax
Level : P2 – Intermediate (P2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	19	1.9	---	---	2.0	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	68	0.7	0.2	0.3	0.5	0.8	2.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	18	90	1.3	0.3	0.4	0.6	2.4	3.2
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	89% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
98% Not Eligible	100% No	100% No	89% No
2% Full Financial Counseling	0% Yes	0% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
59% No	93% No		
41% Yes	7% Yes		

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

Function : AFT – Financial Analysis and Tax
Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	51	2.3	---	---	2.2	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	148	0.8	0.2	0.3	0.5	0.9	3.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	5	19	1.2	---	0.5	0.7	2.2	---
Total Perquisites	18	225	1.8	0.3	0.4	1.1	2.8	4.5
Total Variable Payments – Excluding Actual Bonus	7	25	1.7	---	0.6	0.7	2.8	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	90% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% Yes	2% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
96% Not Eligible	100% No	100% No	87% No
4% Full Financial Counseling	0% Yes	0% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
63% No	91% No		
37% Yes	9% Yes		

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

WillisTowersWatson 

Function : AFT – Financial Analysis and Tax
Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	62	3.0	---	1.5	2.3	5.0	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	133	0.8	0.3	0.3	0.5	0.8	3.3
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	5	46	1.5	---	0.7	1.0	2.6	---
Total Perquisites	18	208	2.5	0.3	0.7	2.4	4.7	5.1
Total Variable Payments – Excluding Actual Bonus	8	55	2.2	---	0.7	1.3	3.2	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	87% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	13% Yes	3% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
97% Not Eligible	100% No	100% No	89% No
3% Full Financial Counseling	0% Yes	0% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	87% No		
34% Yes	13% Yes		

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

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

Function : AFT – Financial Analysis and Tax
Level : P5 – Master (P5)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	37	3.6	---	---	2.8	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	31	1.3	---	0.3	0.5	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	12	3.1	---	---	1.7	---	---
Total Perquisites	16	79	5.5	0.3	1.7	4.9	6.3	16.1
Total Variable Payments – Excluding Actual Bonus	4	12	3.1	---	---	1.7	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	85% No	94% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	15% Yes	6% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	83% No
0% Full Financial Counseling	0% Yes	0% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	67% No		
36% Yes	33% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

Function : AFT – Financial Analysis and Tax
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	10	7.6	---	4.8	9.0	9.6	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	7	14	12.5	---	4.5	10.2	14.9	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	29% No	86% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	71% Yes	14% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	71% No
0% Full Financial Counseling	0% Yes	0% Yes	29% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
73% No	41% No		
27% Yes	59% Yes		

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

Function : AFT – Financial Analysis and Tax
Level : U2 – Intermediate (U2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	75% No
0% Full Financial Counseling	0% Yes	0% Yes	25% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
75% No	50% No		
25% Yes	50% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

Function : AFT – Financial Analysis and Tax
Level : U3 – Senior (U3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	4	8	0.9	---	---	0.9	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 100% No 0% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 86% No 14% Yes
Recreation/Wellness Allowance Eligibility 57% No 43% Yes	Transportation Allowance Eligibility 71% No 29% Yes		

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

2017 Energy Services MMPS Compensation Survey – Canada
 Perquisites and Allowances Summary Table
 TOTAL SAMPLE
 August 2017

Function : AFT – Financial Analysis and Tax
 Level : U4 – Lead (U4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
100% Not Eligible	100% No	100% No	25% No
0% Full Financial Counseling	0% Yes	0% Yes	75% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
50% No	75% No		
50% Yes	25% Yes		

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

Function : AFU – Audit and Financial/Business Controls
Level : P1 – Entry (P1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	10	1.0	---	---	0.8	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	80% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
100% Not Eligible	100% No	100% No	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
40% No	80% No		
60% Yes	20% Yes		

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AFU – Audit and Financial/Business Controls
Level : M1 – Supervisor (M1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	1	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	100% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	86% No
0% Full Financial Counseling	0% Yes	0% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
71% No	86% No		
29% Yes	14% Yes		

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

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

Function : AFU – Audit and Financial/Business Controls
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	19	1.3	---	0.3	0.5	1.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	13	24	3.3	0.2	0.6	3.4	5.6	6.9
Total Variable Payments – Excluding Actual Bonus	4	4	19.8	---	---	11.2	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	93% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	7% Yes	4% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
89% Not Eligible	100% No	96% No	93% No
11% Full Financial Counseling	0% Yes	4% Yes	7% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	82% No		
36% Yes	18% Yes		

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands
©2017 Willis Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AFU – Audit and Financial/Business Controls
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	2	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	7	1.2	---	0.3	0.7	1.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	11	13	12.4	2.8	3.6	8.4	15.5	45.4
Total Variable Payments – Excluding Actual Bonus	4	5	21.7	---	---	18.1	---	---

Car Eligibility 5% Company Car only 10% Car Allowance 0% Choice of Car or Allowance 85% Not Eligible	Car Benefit Eligibility Criteria 100% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 85% No 15% Yes	Other Perquisites Eligibility 85% No 15% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 99% No 1% Yes	Performance Award/Project Bonus Eligibility 90% No 10% Yes
Recreation/Wellness Allowance Eligibility 65% No 35% Yes	Transportation Allowance Eligibility 68% No 33% Yes		

All values in Canadian Dollar
 Effective date April 01, 2017
 Company weighted statistics
 All monetary values in thousands
©2017 Willis Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Willis Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Willis Towers Watson which owns all related intellectual property rights.

Function : AFU – Audit and Financial/Business Controls
Level : M4 – Group Manager (M4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	2	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	6	12.7	---	6.5	14.3	18.1	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	100% Eligibility Based on Job Status	86% No	100% No
29% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	14% Yes	0% Yes
0% Choice of Car or Allowance			
71% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
86% No	29% No		
14% Yes	71% Yes		

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

Function : AFU – Audit and Financial/Business Controls
Level : P2 – Intermediate (P2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	8	0.5	---	0.3	0.5	0.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	7	11	0.9	---	0.5	0.8	1.2	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility 93% No 7% Yes	Other Perquisites Eligibility 100% No 0% Yes
Financial Counseling Eligibility 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility 100% No 0% Yes	Performance Award/Project Bonus Eligibility 87% No 13% Yes
Recreation/Wellness Allowance Eligibility 60% No 40% Yes	Transportation Allowance Eligibility 87% No 13% Yes		

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

Function : AFU – Audit and Financial/Business Controls
Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	31	0.6	0.1	0.3	0.4	0.9	1.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	13	38	1.0	0.2	0.3	0.5	1.7	2.4
Total Variable Payments – Excluding Actual Bonus	4	7	4.2	---	---	1.4	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	93% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	7% Yes	2% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
93% Not Eligible	100% No	96% No	81% No
7% Full Financial Counseling	0% Yes	4% Yes	19% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
60% No	92% No		
40% Yes	8% Yes		

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

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

Function : AFU – Audit and Financial/Business Controls
Level : P4 – Specialist (P4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	36	1.1	0.3	0.3	0.4	0.9	6.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	6	1.1	---	---	0.8	---	---
Total Perquisites	14	47	1.8	0.3	0.4	1.1	2.6	5.7
Total Variable Payments – Excluding Actual Bonus	6	11	3.8	---	0.6	0.8	6.3	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	91% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	3% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
97% Not Eligible	100% No	97% No	85% No
3% Full Financial Counseling	0% Yes	3% Yes	15% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
65% No	91% No		
35% Yes	9% Yes		

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

Function : AFU – Audit and Financial/Business Controls
Level : P5 – Master (P5)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	4	0.4	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	8	12	2.6	---	0.4	2.8	4.3	---
Total Variable Payments – Excluding Actual Bonus	5	6	16.6	---	0.4	5.0	38.7	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	81% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	19% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	96% No	88% No
0% Full Financial Counseling	0% Yes	4% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
73% No	81% No		
27% Yes	19% Yes		

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

2017 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFY – Risk Management
Level : P1 – Entry (P1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	80% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
60% No	100% No		
40% Yes	0% Yes		

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

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