

Function : AFY – Risk Management
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	1	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	9	1.8	---	0.4	0.5	3.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	7	12	7.3	---	0.8	5.9	15.2	---
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	93% No	83% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	7% 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>
93% Not Eligible	100% No	98% No	93% No
7% Full Financial Counseling	0% Yes	2% Yes	7% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
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 : AFY – Risk Management
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	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	4	1.1	---	---	0.8	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	8	17	9.2	---	4.0	8.0	14.4	---
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	86% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% 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>
86% Not Eligible	100% No	100% No	100% No
14% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	71% No		
36% Yes	29% Yes		

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

Function : AFY – Risk Management
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	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	6	14.8	---	---	16.0	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility 0% Company Car only 40% Car Allowance 0% Choice of Car or Allowance 60% 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 100% No 0% Yes
Financial Counseling Eligibility 80% Not Eligible 20% 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 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.

Function : AFY – Risk Management
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	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	8	0.6	---	0.4	0.5	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	7	12	0.8	---	0.5	0.7	1.0	---
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

85% No
 15% 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.

Function : AFY – Risk Management
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	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	11	0.7	---	0.4	0.5	1.1	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	8	22	0.9	---	0.4	0.6	1.2	---
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 87% No 12% 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 94% No 6% 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

Function : AFY – Risk Management
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	13	2.5	---	---	2.2	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	13	1.3	---	0.4	0.5	1.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	12	27	3.2	0.3	0.6	2.2	5.3	9.5
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	78% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	22% 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
100% Not Eligible	100% No	100% No	83% No
0% Full Financial Counseling	0% Yes	0% Yes	17% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
56% No	87% No		
44% 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 : AFY – Risk Management
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	3	---	---	---	---	---	---	---
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	6	12	3.2	---	0.6	2.8	5.8	---
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	67% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	33% 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	89% No
0% Full Financial Counseling	0% Yes	0% Yes	11% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
56% No	78% No		
44% Yes	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 : AGS – Geosciences
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	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	15	0.5	---	---	0.5	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	16	1.1	---	0.4	0.5	2.2	---
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	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	88% No	88% No
0% Full Financial Counseling	0% Yes	13% Yes	13% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
50% No	88% No		
50% 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 : AGS – Geosciences
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	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	20	0.4	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	9	29	4.3	---	1.6	4.6	6.0	---
Total Variable Payments – Excluding Actual Bonus	5	11	13.8	---	0.4	1.3	33.4	---

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

82% No
18% Yes

Other Perquisites Eligibility

91% No
9% Yes

Financial Counseling Eligibility

91% Not Eligible
9% 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

64% No
36% Yes

Recreation/Wellness Allowance Eligibility

64% No
36% Yes

Transportation Allowance Eligibility

55% No
45% 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 : AGS – Geosciences
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	2	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	33	1.1	---	0.4	0.5	1.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	10	55	7.9	1.0	4.0	7.1	10.2	20.5
Total Variable Payments – Excluding Actual Bonus	4	10	14.5	---	---	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	100% Eligibility Based on Job Status	82% No	82% No
9% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	18% Yes	18% 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	73% No
0% Full Financial Counseling	0% Yes	0% Yes	27% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
45% No	23% No		
55% Yes	77% 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 : AGS – Geosciences
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	15	0.5	---	---	0.5	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	9	27	11.5	---	3.8	14.0	15.7	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
18% Car Allowance

0% Choice of Car or Allowance
82% Not Eligible

Car Benefit Eligibility Criteria

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

Flexible Perquisites Eligibility

73% No
27% Yes

Other Perquisites Eligibility

82% No
18% Yes

Financial Counseling Eligibility

91% Not Eligible
9% 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

73% No
27% Yes

Recreation/Wellness Allowance Eligibility

64% No
36% Yes

Transportation Allowance Eligibility

27% No
73% 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 : AGS – Geosciences
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	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	35	1.2	---	0.4	0.5	1.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	11	47	2.0	0.3	0.5	2.0	3.6	4.3
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	81% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	19% 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	88% No
0% Full Financial Counseling	0% Yes	2% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
62% No	85% No		
37% 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 **WTW**

Function : AGS – Geosciences
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	23	2.6	---	---	2.2	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	99	1.3	---	0.4	0.5	2.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	13	129	2.5	0.3	0.5	2.2	3.8	6.5
Total Variable Payments – Excluding Actual Bonus	6	28	7.0	---	0.4	1.0	17.3	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	80% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% 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	93% No	83% No
0% Full Financial Counseling	0% Yes	7% Yes	17% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
70% No	89% No		
30% Yes	11% 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 : AGS – Geosciences
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	38	3.6	---	---	3.6	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	117	1.3	---	0.4	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	12	187	2.9	0.3	0.6	2.6	5.0	5.7
Total Variable Payments – Excluding Actual Bonus	8	51	11.9	---	0.7	8.3	24.7	---

<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	83% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	17% 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	95% No	85% No
0% Full Financial Counseling	0% Yes	5% Yes	15% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
70% No	87% No		
30% 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 : AGS – Geosciences
 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	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	58	0.4	---	0.3	0.5	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	11	115	4.9	0.8	3.1	5.0	6.8	8.6
Total Variable Payments – Excluding Actual Bonus	7	22	11.1	---	0.6	5.3	22.7	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	81% No	91% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	19% Yes	9% 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	94% No	79% No
0% Full Financial Counseling	0% Yes	6% Yes	21% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
69% No	60% No		
31% Yes	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.

Function : AGS – Geosciences
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	28	7.9	---	---	9.3	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	11	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	9	44	7.8	---	4.6	7.5	11.7	---
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 67% No 33% Yes	Other Perquisites Eligibility 83% No 17% 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 82% No 18% Yes
Recreation/Wellness Allowance Eligibility 67% No 33% Yes	Transportation Allowance Eligibility 42% No 58% 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 : AHR – Human Resources
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	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	15	0.9	---	0.3	0.5	1.3	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	9	20	3.2	---	0.4	1.3	2.4	---
Total Variable Payments – Excluding Actual Bonus	4	12	12.3	---	---	9.8	---	---

<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	96% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	4% 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>
100% Not Eligible	100% No	95% No	88% No
0% Full Financial Counseling	0% Yes	5% Yes	12% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
69% No	96% No		
31% Yes	4% 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 : AHR – Human Resources
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	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	40	0.9	0.3	0.3	0.5	0.7	4.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	15	44	1.3	0.3	0.5	0.8	1.7	4.4
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	97% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	3% 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	90% No
0% Full Financial Counseling	0% Yes	4% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
55% No	89% No		
45% Yes	11% 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 : AHR – Human Resources
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	21	4.2	---	---	3.6	---	---
Other Perquisite Amount	5	13	10.8	---	0.4	5.4	23.8	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	66	1.0	0.3	0.3	0.5	0.8	4.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	11	15.5	---	---	17.2	---	---
Performance Awards/Project Bonus Amount	5	10	1.8	---	0.7	1.9	3.0	---
Total Perquisites	23	99	5.2	0.3	0.8	4.2	6.2	8.4
Total Variable Payments – Excluding Actual Bonus	12	30	10.8	0.6	1.5	10.1	18.3	26.6

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	91% No	95% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% 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
95% Not Eligible	100% No	96% No	90% No
5% Full Financial Counseling	0% Yes	4% Yes	10% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
66% No	80% No		
34% 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 : AHR – Human Resources
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	4	6	7.0	---	---	8.2	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	8	27	7.2	---	3.5	8.5	9.9	---
Other Perquisite Amount	6	7	10.6	---	1.3	2.5	18.3	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	30	1.6	0.3	0.3	0.5	2.8	5.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	7	3.2	---	---	3.1	---	---
Total Perquisites	24	68	11.6	3.5	5.0	8.0	11.8	32.9
Total Variable Payments – Excluding Actual Bonus	9	16	12.5	---	1.9	5.4	25.6	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
3% Company Car only	100% Eligibility Based on Job Status	80% No	85% No
8% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% Yes	15% Yes
0% Choice of Car or Allowance			
90% 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>
95% Not Eligible	100% No	97% No	90% No
5% Full Financial Counseling	0% Yes	3% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	66% No		
32% Yes	34% 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 : AHR – Human Resources
Level : M4 – Group Manager (M4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	4	8	13.9	---	---	13.0	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	11	12.5	---	---	13.0	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	2	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	12	2.9	---	0.5	1.8	5.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	11	25	14.6	1.3	8.0	14.3	18.2	27.7
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
24% Car Allowance

0% Choice of Car or Allowance
76% Not Eligible

Car Benefit Eligibility Criteria

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

Flexible Perquisites Eligibility

76% No
24% Yes

Other Perquisites Eligibility

88% No
12% Yes

Financial Counseling Eligibility

88% Not Eligible
12% 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

88% No
12% 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.

Function : AHR – Human Resources
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	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	78	0.9	0.3	0.4	0.5	0.9	3.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	32	11.3	---	5.3	12.4	16.8	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	18	100	2.3	0.3	0.5	1.0	3.2	6.0
Total Variable Payments – Excluding Actual Bonus	9	51	7.7	---	0.6	1.9	16.8	---

<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	92% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	8% 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	94% No	90% No
0% Full Financial Counseling	0% Yes	6% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	90% No		
34% Yes	10% Yes		

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

Function : AHR – Human Resources
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	36	2.2	---	1.4	2.1	3.1	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	136	0.9	0.3	0.3	0.5	0.9	3.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	6	27	11.0	---	6.6	11.9	14.7	---
Performance Awards/Project Bonus Amount	6	20	1.4	---	0.8	1.4	2.1	---
Total Perquisites	21	187	1.7	0.3	0.5	1.0	2.5	4.8
Total Variable Payments – Excluding Actual Bonus	17	58	5.7	0.6	1.0	2.5	9.0	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	89% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% 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>
97% Not Eligible	100% No	97% No	90% No
3% Full Financial Counseling	0% Yes	3% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
68% No	91% No		
32% 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.

Function : AHR – Human Resources
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	46	2.5	---	---	2.1	---	---
Other Perquisite Amount	5	17	5.5	---	0.4	5.4	10.7	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	129	0.9	0.3	0.3	0.5	0.7	4.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	81	16.6	---	11.9	16.9	21.1	---
Performance Awards/Project Bonus Amount	6	23	1.5	---	0.6	1.3	2.7	---
Total Perquisites	22	209	2.9	0.4	0.5	2.7	4.9	6.1
Total Variable Payments – Excluding Actual Bonus	14	131	10.1	0.3	0.9	6.0	18.9	25.8

<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	92% No	94% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	8% 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>
98% Not Eligible	100% No	95% No	89% No
2% Full Financial Counseling	0% Yes	5% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	86% No		
34% 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.

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

WillisTowersWatson 

Function : AHR – Human Resources
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	7	13	1.6	---	0.4	0.5	1.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	11	33	4.3	1.1	2.8	4.3	5.9	7.9
Total Variable Payments – Excluding Actual Bonus	4	8	6.9	---	---	3.2	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	86% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	14% 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	95% No	86% No
0% Full Financial Counseling	0% Yes	5% Yes	14% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
63% No	69% No		
37% Yes	31% 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 : AHR – Human Resources
 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	3	---	---	---	---	---	---	---
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	14	6.5	---	2.5	4.5	11.4	---
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	63% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	38% 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	88% No	88% No
0% Full Financial Counseling	0% Yes	13% Yes	13% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
63% No	76% No		
38% Yes	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.

Function : AHR – Human Resources
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	1	---	---	---	---	---	---	---
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	4	7	4.0	---	---	1.0	---	---
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	93% No	89% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	7% Yes	11% 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	93% No
0% Full Financial Counseling	0% Yes	7% Yes	7% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	98% No		
36% Yes	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.

Function : AHR – Human Resources
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	4	6	0.5	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	5	8	1.2	---	0.3	0.5	2.5	---
Total Variable Payments – Excluding Actual Bonus	5	6	7.3	---	0.7	1.2	17.0	---

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 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 93% No 7% Yes	Performance Award/Project Bonus Eligibility 82% No 18% Yes
Recreation/Wellness Allowance Eligibility 76% No 24% 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

WillisTowersWatson 

Function : AHR – Human Resources
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	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	17	0.3	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	4	17	0.3	---	---	0.3	---	---
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	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
87% Not Eligible	100% No	100% No	75% No
13% Full Financial Counseling	0% Yes	0% Yes	25% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
50% No	98% No		
50% Yes	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 : AHS – Environmental Health and Safety

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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	31	1.1	0.3	0.3	0.5	0.6	6.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	11	20.7	---	14.8	19.1	27.3	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	12	34	1.9	0.3	0.4	0.5	3.5	6.1
Total Variable Payments – Excluding Actual Bonus	7	17	18.7	---	1.2	17.3	34.3	---

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

96% No
4% Yes

Other Perquisites Eligibility

98% No
2% 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

91% No
9% Yes

Performance Award/Project Bonus Eligibility

86% No
14% Yes

Recreation/Wellness Allowance Eligibility

60% No
40% 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 : AHS – Environmental Health and Safety
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	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	23	0.7	---	0.3	0.4	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	8	19.7	---	---	14.9	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	9	24	1.1	---	0.4	0.7	1.9	---
Total Variable Payments – Excluding Actual Bonus	6	11	14.9	---	0.8	14.2	24.7	---

<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	95% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	5% 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	89% No	90% No
0% Full Financial Counseling	0% Yes	11% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
51% No	92% No		
49% 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

Willis Towers Watson

Function : AHS – Environmental Health and Safety
Level : M2 – Manager (M2)

	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	5	11	8.4	---	1.1	5.4	17.1	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	55	1.2	0.3	0.3	0.5	1.3	5.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	6	21	17.8	---	12.1	19.1	22.3	---
Performance Awards/Project Bonus Amount	5	10	1.2	---	0.4	1.2	2.1	---
Total Perquisites	19	91	6.1	0.3	1.3	4.9	8.2	16.8
Total Variable Payments – Excluding Actual Bonus	12	37	13.1	0.4	2.0	8.5	22.9	36.9

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
2% Company Car only	27% Eligibility Based on Job Status	93% No	93% No
1% Car Allowance	73% Eligibility Based on Nature of Job/Job Requirements	8% Yes	7% Yes
0% Choice of Car or Allowance			
98% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
94% Not Eligible	100% No	94% No	88% No
6% Full Financial Counseling	0% Yes	6% Yes	13% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
69% No	81% No		
31% Yes	19% 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 : AHS – Environmental Health and Safety
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	8	30	7.9	---	4.6	9.3	9.9	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	41	0.7	---	0.3	0.4	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	7	25.1	---	---	26.5	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	19	76	9.0	2.8	3.7	6.2	10.0	14.3
Total Variable Payments – Excluding Actual Bonus	6	22	14.9	---	3.6	17.0	23.7	---

Car Eligibility

3% Company Car only
 0% Car Allowance

 0% Choice of Car or Allowance
 97% Not Eligible

Car Benefit Eligibility Criteria

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

Flexible Perquisites Eligibility

75% No
 25% Yes

Other Perquisites Eligibility

97% No
 3% 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

96% No
 4% Yes

Performance Award/Project Bonus Eligibility

91% No
 9% Yes

Recreation/Wellness Allowance Eligibility

66% No
 34% 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 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 : AHS – Environmental Health and Safety
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	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	10	14	12.1	4.7	7.2	13.0	17.0	18.2
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility 7% Company Car only 21% Car Allowance 0% Choice of Car or Allowance 71% 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 79% No 21% 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.

Function : AHS – Environmental Health and Safety
Level : P2 – Intermediate (P2)

	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	11	65	0.7	0.3	0.3	0.5	0.7	2.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	8	29	13.6	---	7.0	11.6	16.9	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	17	94	2.2	0.3	0.5	0.8	3.3	7.4
Total Variable Payments – Excluding Actual Bonus	12	49	11.9	0.6	1.7	7.9	19.0	36.1

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

91% No
 9% Yes

Other Perquisites Eligibility

99% No
 1% 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

93% No
 7% Yes

Performance Award/Project Bonus Eligibility

91% No
 9% Yes

Recreation/Wellness Allowance Eligibility

65% No
 35% 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 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 : AHS – Environmental Health and Safety
Level : P3 – Career (P3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	62	1.4	---	---	1.5	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	154	0.9	0.3	0.3	0.5	1.1	3.6
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	10	66	13.7	6.2	10.9	14.2	16.8	19.7
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	21	253	2.8	0.3	0.5	1.2	4.8	8.4
Total Variable Payments – Excluding Actual Bonus	13	110	10.1	0.5	2.5	10.4	16.0	21.8

<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	91% No	99% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	9% 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	92% No	90% No
4% Full Financial Counseling	0% Yes	8% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	92% No		
34% 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 : AHS – Environmental Health and Safety
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	94	2.9	---	1.1	2.1	5.0	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	15	177	0.8	0.3	0.3	0.5	0.9	2.5
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	11	98	15.0	6.0	9.3	17.0	19.5	24.4
Performance Awards/Project Bonus Amount	4	31	1.1	---	---	0.9	---	---
Total Perquisites	25	301	3.5	0.3	0.5	2.0	4.9	10.6
Total Variable Payments – Excluding Actual Bonus	15	158	11.5	0.5	0.8	9.3	24.1	26.9

<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	89% No	98% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	11% 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>
97% Not Eligible	100% No	92% No	89% No
3% Full Financial Counseling	0% Yes	8% Yes	11% 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

Function : AHS – Environmental Health and Safety
Level : P5 – Master (P5)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	22	2.6	---	---	2.4	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	21	1.3	---	0.3	0.5	1.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	12	20.4	---	15.8	22.6	24.0	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	14	65	5.0	0.4	0.7	4.9	6.1	14.4
Total Variable Payments – Excluding Actual Bonus	9	30	12.2	---	1.8	8.0	23.2	---

<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	85% No	95% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	15% Yes	5% 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	91% No	85% No
0% Full Financial Counseling	0% Yes	9% Yes	15% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	80% No		
33% 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 : AHS – Environmental Health and Safety
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	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	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	80% No
0% Full Financial Counseling	0% Yes	0% Yes	20% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
60% No	60% No		
40% Yes	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.

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

	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	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
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 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 86% No 14% Yes	Performance Award/Project Bonus Eligibility 71% No 29% Yes
Recreation/Wellness Allowance Eligibility 62% No 38% 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 : AHS – Environmental Health and Safety
Level : T3 – Senior (T3)

	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	5	22	1.5	---	0.3	0.5	3.3	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	6	24	2.1	---	0.3	1.1	4.2	---
Total Variable Payments – Excluding Actual Bonus	4	10	15.0	---	---	10.1	---	---

<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>
88% Not Eligible	100% No	79% No	75% No
13% Full Financial Counseling	0% Yes	21% Yes	25% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
37% No	83% No		
63% 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 : AHS – Environmental Health and Safety
Level : T4 – Lead (T4)

	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	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	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	74% No	83% No
0% Full Financial Counseling	0% Yes	26% 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

Function : AID – IT 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	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	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 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 50% No 50% 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 : AID – IT Development
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	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	30	1.2	---	0.3	0.5	0.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	8	31	3.2	---	0.5	1.0	5.0	---
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	95% No	88% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	5% 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>
91% Not Eligible	100% No	99% No	89% No
9% Full Financial Counseling	0% Yes	1% Yes	11% 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.

Function : AID – IT 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	3	---	---	---	---	---	---	---
Other Perquisite Amount	4	14	4.8	---	---	3.0	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	66	0.5	0.3	0.3	0.5	0.5	1.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	16	90	3.7	0.3	0.8	2.9	5.7	9.0
Total Variable Payments – Excluding Actual Bonus	6	26	6.8	---	0.5	3.8	10.4	---

<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	89% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% Yes	11% 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	85% No
0% Full Financial Counseling	0% Yes	0% Yes	15% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
61% No	75% No		
39% Yes	25% 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 : AID – IT Development
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	5	13	8.4	---	6.3	9.6	9.8	---
Other Perquisite Amount	4	10	3.1	---	---	1.7	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	24	1.5	0.3	0.3	0.4	1.0	6.8
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	19	47	9.6	0.3	3.6	7.5	10.0	21.1
Total Variable Payments – Excluding Actual Bonus	5	9	5.1	---	1.1	2.0	10.6	---

Car Eligibility

4% Company Car only
 7% Car Allowance

 0% Choice of Car or Allowance
 89% Not Eligible

Car Benefit Eligibility Criteria

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

Flexible Perquisites Eligibility

84% No
 16% 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

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

93% No
 7% Yes

Recreation/Wellness Allowance Eligibility

58% No
 42% 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 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 : AID – IT Development
Level : M4 – Group Manager (M4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	4	11	13.9	---	---	13.0	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	8	1.4	---	0.4	0.5	2.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	10	20	13.4	1.0	4.5	14.9	20.2	27.9
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	100% Eligibility Based on Job Status	86% No	79% No
29% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	14% Yes	21% Yes
0% Choice of Car or Allowance			
71% 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	100% No	86% No
7% Full Financial Counseling	0% Yes	0% Yes	14% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
64% No	50% No		
36% 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 : AID – IT Development
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	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	34	0.7	---	0.3	0.5	0.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	11	43	1.0	0.1	0.3	0.5	1.7	2.7
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 93% No 7% Yes	Other Perquisites Eligibility 100% No 0% 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 100% No 0% Yes	Performance Award/Project Bonus Eligibility 93% No 7% Yes
Recreation/Wellness Allowance Eligibility 65% No 35% Yes	Transportation Allowance Eligibility 96% No 4% 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 : AID – IT 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	4	53	1.8	---	---	2.1	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	128	1.0	0.2	0.3	0.5	0.9	3.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	6	1.1	---	---	1.1	---	---
Total Perquisites	18	186	2.1	0.3	0.5	1.2	2.5	6.3
Total Variable Payments – Excluding Actual Bonus	8	29	5.6	---	0.7	1.3	10.1	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	90% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% 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
96% Not Eligible	100% No	99% No	88% No
4% Full Financial Counseling	0% Yes	1% Yes	12% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
67% No	91% No		
33% 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 : AID – IT Development
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	92	2.5	---	---	2.2	---	---
Other Perquisite Amount	4	13	9.1	---	---	6.8	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	212	0.7	0.3	0.3	0.5	1.0	1.6
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	6	20	2.1	---	0.6	1.5	3.8	---
Total Perquisites	18	312	2.1	0.3	0.6	1.3	2.8	5.3
Total Variable Payments – Excluding Actual Bonus	9	58	5.7	---	0.6	2.6	5.5	---

<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	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% 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>
97% Not Eligible	100% No	100% No	87% No
3% Full Financial Counseling	0% Yes	0% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
65% No	88% No		
35% 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

Willis Towers Watson 

Function : AID – IT Development
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	34	2.8	---	---	2.8	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	23	0.5	---	0.3	0.3	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	12	65	4.3	0.3	0.8	3.0	5.6	16.3
Total Variable Payments – Excluding Actual Bonus	5	8	1.6	---	0.3	0.6	3.5	---

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

83% No
17% Yes

Other Perquisites Eligibility

89% No
11% 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

70% No
30% 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.

Function : AIT – IT Administration
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	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	14	1.7	---	0.4	0.5	2.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	6	0.7	---	---	0.7	---	---
Total Perquisites	9	27	3.9	---	0.5	1.3	5.5	---
Total Variable Payments – Excluding Actual Bonus	5	7	8.0	---	0.4	0.6	19.4	---

<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	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			
<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	98% No	83% No
2% Full Financial Counseling	0% Yes	2% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	87% No		
33% 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 : AIT – IT Administration
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	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	50	1.0	---	0.3	0.5	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	10	54	1.3	0.3	0.3	0.6	2.2	4.4
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	90% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% 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>
100% Not Eligible	100% No	97% No	90% No
0% Full Financial Counseling	0% Yes	3% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
61% No	95% No		
39% Yes	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.

Function : AIT – IT Administration
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	3	---	---	---	---	---	---	---
Other Perquisite Amount	4	13	2.7	---	---	2.5	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	31	1.2	0.3	0.3	0.5	1.0	5.5
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	4	1.6	---	---	1.6	---	---
Total Perquisites	19	54	4.4	0.3	1.3	3.3	6.2	9.0
Total Variable Payments – Excluding Actual Bonus	5	5	7.5	---	0.5	2.5	17.1	---

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

89% No
 11% 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

100% No
 0% Yes

Performance Award/Project Bonus Eligibility

87% No
 13% Yes

Recreation/Wellness Allowance Eligibility

58% No
 42% Yes

Transportation Allowance Eligibility

73% No
 27% 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 : AIT – IT Administration
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	12	9.6	---	---	9.6	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	8	0.9	---	0.4	0.5	1.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	9	20	10.3	---	6.1	8.9	14.8	---
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

81% No
19% Yes

Other Perquisites Eligibility

90% No
10% 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

95% No
5% Yes

Recreation/Wellness Allowance Eligibility

66% No
34% Yes

Transportation Allowance Eligibility

68% No
32% 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 : AIT – IT Administration
Level : M4 – Group Manager (M4)

	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	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 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 100% No 0% Yes	Performance Award/Project Bonus Eligibility 100% No 0% Yes
Recreation/Wellness Allowance Eligibility 100% No 0% Yes	Transportation Allowance Eligibility 75% No 25% 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 : AIT – IT Administration
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	27	1.8	---	---	2.1	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	73	0.9	0.2	0.3	0.5	0.8	4.5
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	4	12.0	---	---	12.7	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	16	105	1.7	0.3	0.4	0.9	2.9	4.8
Total Variable Payments – Excluding Actual Bonus	8	21	5.8	---	0.8	2.2	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	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% 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>
98% Not Eligible	100% No	94% No	88% No
3% Full Financial Counseling	0% Yes	6% Yes	12% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	92% No		
34% Yes	8% Yes		

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

Function : AIT – IT 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	4	51	1.8	---	---	2.1	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	103	0.9	0.2	0.3	0.5	0.9	3.6
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	6	13.8	---	---	14.4	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	18	169	1.3	0.4	0.5	0.8	2.0	2.8
Total Variable Payments – Excluding Actual Bonus	7	32	7.6	---	0.6	7.1	10.6	---

<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	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	99% No	90% No
4% Full Financial Counseling	0% Yes	1% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	96% No		
36% Yes	4% Yes		

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

Function : AIT – IT Administration
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	44	2.5	---	---	2.2	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	87	0.5	0.2	0.3	0.4	0.8	1.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	24	14.1	---	---	14.3	---	---
Performance Awards/Project Bonus Amount	4	10	1.4	---	---	1.2	---	---
Total Perquisites	17	139	1.9	0.3	0.5	0.8	2.6	5.4
Total Variable Payments – Excluding Actual Bonus	10	41	7.4	0.5	0.8	2.2	13.8	25.5

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 87% No 13% Yes	Other Perquisites Eligibility 97% No 3% Yes
Financial Counseling Eligibility 99% Not Eligible 1% 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 85% No 15% Yes
Recreation/Wellness Allowance Eligibility 65% No 35% 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 : AIT – IT Administration
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	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	7	34	4.9	---	1.3	2.8	3.8	---
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 87% No 13% Yes	Other Perquisites Eligibility 88% No 12% 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 87% No 13% Yes
Recreation/Wellness Allowance Eligibility 74% No 26% 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 : AIT – IT Administration
 Level : T1 – Entry (T1)

	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 80% Not Eligible 20% 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 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 : AIT – IT Administration
Level : T2 – Intermediate (T2)

	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	0	---	---	---	---	---	---	---
Total Perquisites	1	---	---	---	---	---	---	---
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

86% No
14% 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 : AIT – IT 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	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

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

82% No
 18% 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 : AIT – IT Administration
Level : T4 – Lead (T4)

	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>
87% Not Eligible	100% No	100% No	87% No
13% Full Financial Counseling	0% Yes	0% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
75% No	100% No		
25% 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 : ALG – Legal
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	4	11	0.8	---	---	0.5	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	7	17	4.8	---	2.0	5.0	5.9	---
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	82% No	91% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	18% Yes	9% 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
86% Not Eligible	100% No	100% No	82% No
14% Full Financial Counseling	0% Yes	0% Yes	18% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
55% No	73% No		
45% Yes	27% 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 : ALG – Legal
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	4	8	7.0	---	---	8.2	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	7	20	8.1	---	4.8	9.6	10.0	---
Other Perquisite Amount	4	7	3.7	---	---	2.5	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	17	1.1	0.3	0.3	0.5	1.0	3.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	22	48	10.1	3.5	4.6	8.6	12.2	19.1
Total Variable Payments – Excluding Actual Bonus	4	6	8.1	---	---	0.8	---	---

Car Eligibility 3% Company Car only 10% 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 76% No 24% Yes	Other Perquisites Eligibility 86% No 14% 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 59% No 41% Yes	Transportation Allowance Eligibility 52% No 48% 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 : ALG – Legal
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	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	7	21	10.3	---	7.1	7.5	14.3	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility <hr/> 0% Company Car only 17% Car Allowance 0% Choice of Car or Allowance 83% Not Eligible	Car Benefit Eligibility Criteria <hr/> 100% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility <hr/> 92% No 8% Yes	Other Perquisites Eligibility <hr/> 100% No 0% Yes
Financial Counseling Eligibility <hr/> 92% Not Eligible 8% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility <hr/> 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility <hr/> 100% No 0% Yes	Performance Award/Project Bonus Eligibility <hr/> 83% No 17% Yes
Recreation/Wellness Allowance Eligibility <hr/> 75% No 25% Yes	Transportation Allowance Eligibility <hr/> 50% No 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 : ALG – Legal
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	1	---	---	---	---	---	---	---
Total Perquisites	4	4	0.6	---	---	0.5	---	---
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	90% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% 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
90% Not Eligible	100% No	100% No	90% No
10% Full Financial Counseling	0% Yes	0% Yes	10% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
70% No	90% No		
30% Yes	10% 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 : ALG – Legal
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	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	18	0.7	---	0.3	0.7	1.1	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	8	27	0.9	---	0.3	0.9	1.3	---
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

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

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 : ALG – Legal
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	6	31	4.0	---	1.8	3.6	6.0	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	34	0.5	---	0.3	0.4	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	15	65	3.0	0.3	0.4	2.2	5.0	8.1
Total Variable Payments – Excluding Actual Bonus	5	12	3.2	---	0.5	1.0	7.0	---

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

81% No
19% Yes

Other Perquisites Eligibility

95% No
5% 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

68% No
32% 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.

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

WillisTowersWatson 

Function : ALG – Legal
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	7	29	5.8	---	2.8	3.0	9.0	---
Other Perquisite Amount	4	7	5.6	---	---	3.7	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	45	0.9	0.3	0.3	0.4	0.8	3.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	20	77	5.4	0.3	1.9	4.4	8.6	13.9
Total Variable Payments – Excluding Actual Bonus	5	13	13.2	---	1.1	3.6	30.1	---

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

78% No
22% 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

100% No
0% Yes

Performance Award/Project Bonus Eligibility

87% No
13% Yes

Recreation/Wellness Allowance Eligibility

54% No
46% Yes

Transportation Allowance Eligibility

68% No
32% 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 : ALG – Legal
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	22	5.6	---	2.7	3.2	9.6	---
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	8	28	9.0	---	3.6	5.6	14.8	---
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

55% No
45% 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

64% No
36% Yes

Transportation Allowance Eligibility

63% No
37% 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 : ALS – Legal Support
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	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	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 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 89% No 11% Yes	Performance Award/Project Bonus Eligibility 67% No 33% Yes
Recreation/Wellness Allowance Eligibility 83% No 17% 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 : ALS – Legal Support
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	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	8	0.4	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	6	13	2.1	---	0.3	0.5	3.3	---
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	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	82% No
0% Full Financial Counseling	0% Yes	0% Yes	18% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
55% No	90% No		
45% Yes	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 : ALS – Legal Support
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	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	6	8	7.3	---	0.3	3.1	12.2	---
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 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 69% No 31% Yes	Transportation Allowance Eligibility 81% No 19% 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 : ALS – Legal Support
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	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	16	1.3	---	0.3	0.3	1.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	10	34	1.8	0.3	0.4	1.4	2.6	5.7
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 88% No 12% Yes	Other Perquisites Eligibility 94% No 6% 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 82% No 18% Yes
Recreation/Wellness Allowance Eligibility 61% No 39% 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.

Function : ALS – Legal Support
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	6	15	1.2	---	0.3	0.5	1.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	10	38	3.0	0.3	0.4	1.9	4.0	12.7
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	90% No	95% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% Yes	5% 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>
95% Not Eligible	100% No	98% No	85% No
5% Full Financial Counseling	0% Yes	2% Yes	15% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	95% No		
34% Yes	5% 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 : ALS – Legal Support
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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	19	0.4	---	0.3	0.3	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	9	45	1.7	---	0.3	0.5	3.2	---
Total Variable Payments – Excluding Actual Bonus	4	9	7.4	---	---	2.2	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	90% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% 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
93% Not Eligible	100% No	97% No	80% No
7% Full Financial Counseling	0% Yes	3% Yes	20% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
62% No	88% No		
38% 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

WillisTowersWatson 

Function : ALS – Legal Support
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	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	4	10	7.1	---	---	4.0	---	---
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	71% No	90% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	29% 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	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	81% No		
29% Yes	19% 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 : ALS – Legal Support
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	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	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

94% No
 6% Yes

Performance Award/Project Bonus Eligibility

100% No
 0% Yes

Recreation/Wellness Allowance Eligibility

72% No
 28% 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 : ALS – Legal Support
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	4	16	1.8	---	---	2.1	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	10	0.5	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	9	27	1.1	---	0.3	1.0	2.1	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	83% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	17% 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
96% Not Eligible	100% No	96% No	91% No
4% Full Financial Counseling	0% Yes	4% Yes	9% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
79% No	96% No		
21% Yes	4% 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 : ALS – Legal Support
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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	16	0.4	---	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	9	28	1.0	---	0.3	0.5	2.0	---
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	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	96% No	80% No
0% Full Financial Counseling	0% Yes	4% Yes	20% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	93% No		
36% Yes	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

WillisTowersWatson 

Function : AMK – Marketing
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	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	5	7	1.8	---	0.4	0.5	3.9	---
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

82% No
18% Yes

Recreation/Wellness Allowance Eligibility

64% No
36% 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.

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

WillisTowersWatson 

Function : AMK – Marketing
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	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

100% No
0% Yes

Recreation/Wellness Allowance Eligibility

43% No
57% 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 : AMK – Marketing
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	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	14	1.5	---	0.3	0.4	1.2	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	10	23	4.2	0.1	1.0	4.1	7.7	8.9
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

94% No
6% Yes

Other Perquisites Eligibility

94% No
6% 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

100% No
0% Yes

Recreation/Wellness Allowance Eligibility

48% No
52% Yes

Transportation Allowance Eligibility

79% No
21% 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 : AMK – Marketing
Level : M3 – Senior Manager (M3)

	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	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	17	1.3	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	6	19	8.7	---	4.2	7.7	12.0	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

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 93% No 7% 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 93% No 7% Yes
Recreation/Wellness Allowance Eligibility 73% No 27% Yes	Transportation Allowance 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 **WTW**

Function : AMK – Marketing
Level : M4 – Group Manager (M4)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
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	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

0% Company Car only
13% Car Allowance

4% Choice of Car or Allowance
83% Not Eligible

Car Benefit Eligibility Criteria

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

Flexible Perquisites Eligibility

83% No
17% 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

83% No
17% 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.

Function : AMK – Marketing
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	6	15	0.4	---	0.3	0.4	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	8	17	1.0	---	0.3	0.5	1.9	---
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	88% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	12% 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>
94% Not Eligible	100% No	100% No	94% No
6% Full Financial Counseling	0% Yes	0% Yes	6% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
60% No	93% No		
40% Yes	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.

Function : AMK – Marketing
 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	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	29	0.9	---	0.4	0.5	1.2	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	10	31	1.5	0.3	0.5	0.9	2.2	4.8
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 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 63% No 37% 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 Energy Services MMPS Compensation Survey – Canada
Perquisites and Allowances Summary Table
TOTAL SAMPLE
August 2017

Function : AMK – Marketing
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	3	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	28	1.2	---	0.3	0.4	1.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	9	33	2.3	---	0.3	2.2	4.8	---
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	83% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	17% 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	94% No
0% Full Financial Counseling	0% Yes	0% Yes	6% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	94% No		
36% 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

Function : AMK – Marketing
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	0	---	---	---	---	---	---	---
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	0	---	---	---	---	---	---	---
Total Perquisites	4	7	4.3	---	---	5.0	---	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

Car Eligibility <hr/> 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria <hr/> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility <hr/> 100% No 0% Yes	Other Perquisites Eligibility <hr/> 90% No 10% Yes
Financial Counseling Eligibility <hr/> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility <hr/> 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility <hr/> 100% No 0% Yes	Performance Award/Project Bonus Eligibility <hr/> 100% No 0% Yes
Recreation/Wellness Allowance Eligibility <hr/> 60% No 40% Yes	Transportation Allowance Eligibility <hr/> 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 : AMK – Marketing
 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	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	0	---	---	---	---	---	---	---
Total Perquisites	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	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>
75% Not Eligible	100% No	100% No	100% No
25% 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	100% No		
25% 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 : AMS – Customer Support/Operations
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	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	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 : AMS – Customer Support/Operations
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	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	38	0.5	---	0.3	0.3	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	5	38	0.6	---	0.3	0.5	0.9	---
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 99% No 1% 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 100% No 0% Yes	Performance Award/Project Bonus Eligibility 92% No 8% Yes
Recreation/Wellness Allowance Eligibility 63% No 37% Yes	Transportation Allowance Eligibility 96% No 4% 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 : AMS – Customer Support/Operations
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	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	11	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	21	3.1	---	0.6	3.7	5.4	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

Car Eligibility <hr/> 0% Company Car only 0% Car Allowance 0% Choice of Car or Allowance 100% Not Eligible	Car Benefit Eligibility Criteria <hr/> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	Flexible Perquisites Eligibility <hr/> 100% No 0% Yes	Other Perquisites Eligibility <hr/> 88% No 12% Yes
Financial Counseling Eligibility <hr/> 95% Not Eligible 5% Full Financial Counseling 0% Tax Counseling Only	Company Profit Sharing Eligibility <hr/> 100% No 0% Yes	Northern Living Allowance/ Remote Location Premium Amount Eligibility <hr/> 100% No 0% Yes	Performance Award/Project Bonus Eligibility <hr/> 89% No 11% Yes
Recreation/Wellness Allowance Eligibility <hr/> 61% No 39% Yes	Transportation Allowance Eligibility <hr/> 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.

Function : AMS – Customer Support/Operations
Level : M3 – Senior Manager (M3)

	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	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	4	0.9	---	---	0.6	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	6	7	11.7	---	2.3	6.6	18.4	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

Car Eligibility

9% Company Car only
0% 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

95% No
5% Yes

Other Perquisites Eligibility

82% No
18% Yes

Financial Counseling Eligibility

91% Not Eligible
9% 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

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 : AMS – Customer Support/Operations
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	0	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	8	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	8	0.7	---	---	0.6	---	---
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 95% No 5% 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 61% No 39% 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

Function : AMS – Customer Support/Operations
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	0	---	---	---	---	---	---	---
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	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

94% No
6% 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

88% No
13% Yes

Recreation/Wellness Allowance Eligibility

61% No
39% 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.

Function : AMS – Customer Support/Operations
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	---	---	---	---	---	---	---

<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>		
68% No	100% No		
32% 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 : AMS – Customer Support/Operations
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	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	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	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>		
69% No	100% No		
31% 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.