

**Function : AMS – Customer Support/Operations**  
**Level : U2 – Intermediate (U2)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
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	---	---	---	---	---	---	---

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 100% No 0% Yes	<b>Other Perquisites Eligibility</b> 100% No 0% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 100% No 0% Yes	<b>Performance Award/Project Bonus Eligibility</b> 100% No 0% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 69% No 31% Yes	<b>Transportation Allowance Eligibility</b> 95% No 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 : AMS – Customer Support/Operations**  
**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	97	1.4	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	97	1.4	---	---	0.4	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	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>
90% Not Eligible	100% No	100% No	100% No
10% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
57% No	99% No		
43% Yes	1% Yes		

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

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**Function : AMS – Customer Support/Operations**  
**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	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

**Car Eligibility**

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

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

100% No  
0% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

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**

57% No  
43% Yes

**Transportation Allowance Eligibility**

96% No  
4% Yes

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

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

WillisTowersWatson 

**Function : AOM – Manufacturing/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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	36	0.3	---	0.2	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	6	39	0.8	---	0.3	0.4	1.2	---
Total Variable Payments – Excluding Actual Bonus	5	24	7.4	---	1.8	3.3	15.1	---

<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>
92% Not Eligible	100% No	92% No	83% No
8% Full Financial Counseling	0% Yes	8% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
58% No	98% No		
42% Yes	2% Yes		

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**Function : AOM – Manufacturing/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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	40	0.4	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	5	41	1.4	---	0.3	0.4	3.0	---
Total Variable Payments – Excluding Actual Bonus	4	30	8.8	---	---	8.6	---	---

**Car Eligibility**

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

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

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**

93% No  
 7% Yes

**Performance Award/Project Bonus Eligibility**

82% No  
 18% Yes

**Recreation/Wellness Allowance Eligibility**

64% No  
 36% Yes

**Transportation Allowance Eligibility**

98% No  
 2% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

WillisTowersWatson 

Function : AOM – Manufacturing/Operations  
 Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
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	86% No	71% No
0% Full Financial Counseling	0% Yes	14% Yes	29% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
57% No	98% No		
43% Yes	2% Yes		

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	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  
 25% Car Allowance  
  
 0% Choice of Car or Allowance  
 75% Not Eligible

**Car Benefit Eligibility Criteria**

100% 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**

75% No  
 25% Yes

**Recreation/Wellness Allowance Eligibility**

50% No  
 50% Yes

**Transportation Allowance Eligibility**

75% No  
 25% Yes

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**Function : AOM – Manufacturing/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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	1	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

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

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**Function : AOM – Manufacturing/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	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	---	---	---	---	---	---	---

<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	92% No	75% No
0% Full Financial Counseling	0% Yes	8% Yes	25% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
88% No	94% No		
13% Yes	6% Yes		

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**Function : AOM – Manufacturing/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	2	---	---	---	---	---	---	---

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

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

WillisTowersWatson 

**Function : AOM – Manufacturing/Operations**  
**Level : P5 – Master (P5)**

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

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
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			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	100% No	80% No
0% Full Financial Counseling	0% Yes	0% Yes	20% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
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

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

WillisTowersWatson 

Function : APM – Project/Program Management  
Level : P1 – Entry (P1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	12	0.9	---	---	0.6	---	---
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	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	100% No
0% Full Financial Counseling	0% Yes	0% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
75% No	100% No		
25% Yes	0% Yes		

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**Function : APM – Project/Program Management**  
**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	8	25	1.3	---	0.3	0.7	1.2	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	10	29	4.9	0.2	0.5	1.9	7.9	19.2
Total Variable Payments – Excluding Actual Bonus	5	12	16.8	---	0.8	3.0	39.8	---

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 96% No 4% Yes	<b>Other Perquisites Eligibility</b> 100% No 0% Yes
<b>Financial Counseling Eligibility</b> 93% Not Eligible 7% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 100% No 0% Yes	<b>Performance Award/Project Bonus Eligibility</b> 88% No 13% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 64% No 36% Yes	<b>Transportation Allowance Eligibility</b> 89% No 11% Yes		

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

WillisTowersWatson 

**Function : APM – Project/Program Management**  
**Level : M2 – Manager (M2)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	101	0.5	0.2	0.3	0.4	0.9	1.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	6	9	4.0	---	1.1	2.5	6.9	---
Total Perquisites	19	146	4.8	0.3	0.7	3.2	7.6	11.5
Total Variable Payments – Excluding Actual Bonus	11	33	10.8	0.3	1.4	5.0	22.8	27.7

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
1% Company Car only	0% Eligibility Based on Job Status	91% No	95% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	9% Yes	5% Yes
0% Choice of Car or Allowance			
99% 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	96% No	84% No
4% Full Financial Counseling	0% Yes	4% Yes	16% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
68% No	81% No		
32% Yes	19% Yes		

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

WillisTowersWatson 

**Function : APM – Project/Program Management**  
**Level : M3 – Senior Manager (M3)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	3	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	9	55	7.1	---	3.4	9.0	9.8	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	1	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	53	1.5	0.3	0.3	0.5	1.3	7.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	21	121	10.3	2.8	4.4	8.4	12.7	18.6
Total Variable Payments – Excluding Actual Bonus	8	33	15.3	---	2.5	16.4	25.0	---

<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	75% No	91% No
6% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	25% Yes	9% 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>
94% Not Eligible	100% No	97% No	88% No
6% Full Financial Counseling	0% Yes	3% Yes	12% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
71% No	72% No		
29% Yes	28% Yes		

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

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**Function : APM – Project/Program Management**  
**Level : M4 – Group Manager (M4)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	3	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	29	13.3	---	7.8	12.0	19.5	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	17	2.2	---	0.4	0.9	3.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	15	55	11.7	3.0	6.3	10.2	17.7	21.7
Total Variable Payments – Excluding Actual Bonus	5	11	15.5	---	0.6	5.0	35.6	---

<b>Car Eligibility</b> 0% Company Car only 15% Car Allowance  0% Choice of Car or Allowance 85% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 100% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 75% No 25% Yes	<b>Other Perquisites Eligibility</b> 100% No 0% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 94% No 6% Yes	<b>Performance Award/Project Bonus Eligibility</b> 85% No 15% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 70% No 30% Yes	<b>Transportation Allowance Eligibility</b> 45% No 55% Yes		

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**Function : APM – Project/Program Management**  
**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	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	20	1.3	---	0.3	0.6	1.4	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	12	55	2.1	0.3	0.4	1.2	3.5	6.2
Total Variable Payments – Excluding Actual Bonus	7	14	11.7	---	0.9	5.0	23.0	---

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 90% No 10% Yes	<b>Other Perquisites Eligibility</b> 99% No 1% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 97% No 3% Yes	<b>Performance Award/Project Bonus Eligibility</b> 90% No 10% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 72% No 28% Yes	<b>Transportation Allowance Eligibility</b> 96% No 4% Yes		

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**Function : APM – Project/Program Management**  
**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	3	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	116	1.0	0.3	0.3	0.4	0.9	4.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	7	12.5	---	---	12.3	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	19	180	1.9	0.3	0.4	1.0	2.7	6.1
Total Variable Payments – Excluding Actual Bonus	9	39	9.8	---	1.0	5.0	20.1	---

<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	92% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	8% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	98% No	86% No
0% Full Financial Counseling	0% Yes	2% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
62% No	92% No		
38% Yes	8% Yes		

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

WillisTowersWatson 

Function : APM – Project/Program 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	83	3.2	---	---	3.6	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	230	0.9	0.2	0.3	0.4	0.8	4.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	6	63	18.0	---	15.7	18.4	20.0	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	19	353	2.7	0.3	0.5	1.3	5.0	7.6
Total Variable Payments – Excluding Actual Bonus	13	168	15.2	0.5	3.5	11.7	26.0	37.2

<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	89% No	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% Yes	3% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
95% Not Eligible	100% No	95% No	89% No
5% 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	93% No		
34% Yes	7% Yes		

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**Function : APM – Project/Program Management**  
**Level : P5 – Master (P5)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	57	1.0	0.3	0.3	0.4	0.5	5.8
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	30	22.4	---	---	22.7	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	17	141	6.1	0.3	0.4	3.4	6.7	17.4
Total Variable Payments – Excluding Actual Bonus	8	39	18.2	---	4.8	19.5	30.4	---

<b>Car Eligibility</b> 7% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 93% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 50% Eligibility Based on Job Status 50% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 93% No 7% Yes	<b>Other Perquisites Eligibility</b> 95% No 5% Yes
<b>Financial Counseling Eligibility</b> 97% Not Eligible 3% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 96% No 4% Yes	<b>Performance Award/Project Bonus Eligibility</b> 90% No 10% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 63% No 37% Yes	<b>Transportation Allowance Eligibility</b> 83% No 17% Yes		

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Company weighted statistics  
All monetary values in thousands

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**Function : APM – Project/Program Management**  
**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	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	13	7.3	---	3.9	6.7	10.9	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	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			
<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	78% No
0% Full Financial Counseling	0% Yes	2% Yes	22% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
58% No	56% No		
42% Yes	44% Yes		

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

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**Function : APM – Project/Program Management**  
**Level : U2 – Intermediate (U2)**

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

**Car Eligibility**

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

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

100% No  
 0% Yes

**Other Perquisites Eligibility**

100% No  
 0% Yes

**Financial Counseling Eligibility**

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

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
 0% Yes

**Performance Award/Project Bonus Eligibility**

83% No  
 17% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
 33% 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

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

WillisTowersWatson 

Function : APM – Project/Program Management  
Level : U3 – Senior (U3)

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

100% No  
0% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

All values in Canadian Dollar  
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2017 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
TOTAL SAMPLE  
August 2017

WillisTowersWatson 

Function : AQY – Quality Assurance Methods  
Level : P1 – Entry (P1)

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

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

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Effective date April 01, 2017  
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**2017 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**TOTAL SAMPLE**  
**August 2017**

**WillisTowersWatson** 

**Function : AQY – Quality Assurance Methods**  
**Level : M1 – Supervisor (M1)**

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

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
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			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	100% No	95% No
0% Full Financial Counseling	0% Yes	0% Yes	5% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
80% No	90% No		
20% Yes	10% Yes		

*All values in Canadian Dollar*

*Effective date April 01, 2017*

*Company weighted statistics*

*All monetary values in thousands*

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

WillisTowersWatson 

Function : AQY – Quality Assurance Methods  
Level : M2 – Manager (M2)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	25	1.7	---	0.3	0.8	3.7	---
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	85% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	15% 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>		
77% No	92% No		
23% Yes	8% Yes		

All values in Canadian Dollar  
Effective date April 01, 2017  
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**Function : AQY – Quality Assurance Methods**  
**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	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	1	---	---	---	---	---	---	---
Total Perquisites	8	18	7.6	---	3.9	6.5	10.9	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	100% Eligibility Based on Job Status	81% No	100% No
6% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	19% Yes	0% Yes
0% Choice of Car or Allowance			
94% 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>		
81% No	78% No		
19% Yes	22% Yes		

All values in Canadian Dollar  
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2017 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
TOTAL SAMPLE  
August 2017

WillisTowersWatson 

**Function : AQY – Quality Assurance Methods**  
**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	---	---	---	---	---	---	---

<u>Car Eligibility</u>		<u>Car Benefit Eligibility Criteria</u>		<u>Flexible Perquisites Eligibility</u>		<u>Other Perquisites Eligibility</u>	
20%	Company Car only	100%	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						
80%	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>	
80%	Not Eligible	100%	No	100%	No	100%	No
20%	Full Financial Counseling	0%	Yes	0%	Yes	0%	Yes
0%	Tax Counseling Only						
<u>Recreation/Wellness Allowance Eligibility</u>		<u>Transportation Allowance Eligibility</u>					
100%	No	80%	No				
0%	Yes	20%	Yes				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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**Function : AQY – Quality Assurance Methods**  
**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	2	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	57	1.3	---	---	0.6	---	---
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	92% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	8% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	97% No	92% No
0% Full Financial Counseling	0% Yes	3% Yes	8% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
83% No	97% No		
17% Yes	3% Yes		

All values in Canadian Dollar  
 Effective date April 01, 2017  
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2017 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
TOTAL SAMPLE  
August 2017

WillisTowersWatson 

Function : AQY – Quality Assurance Methods  
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	5	38	0.4	---	0.3	0.3	0.4	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	8	116	1.0	---	0.4	0.7	1.8	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	89% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	11% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	94% No	89% No
0% Full Financial Counseling	0% Yes	6% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
72% No	89% No		
28% Yes	11% Yes		

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	65	1.2	---	0.3	0.4	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	12	161	2.0	0.3	0.3	1.5	3.4	6.0
Total Variable Payments – Excluding Actual Bonus	5	15	8.5	---	0.5	4.7	18.3	---

**Car Eligibility**

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

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

90% No  
 10% Yes

**Other Perquisites Eligibility**

100% No  
 0% Yes

**Financial Counseling Eligibility**

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

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
 0% Yes

**Performance Award/Project Bonus Eligibility**

86% No  
 14% Yes

**Recreation/Wellness Allowance Eligibility**

62% No  
 37% Yes

**Transportation Allowance Eligibility**

84% No  
 16% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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**Function : AQY – Quality Assurance Methods**  
**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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	12	2.0	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	8	39	2.9	---	0.4	3.0	4.8	---
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	85% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	15% 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	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>		
69% No	79% No		
31% Yes	21% Yes		

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

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

Willis Towers Watson

Function : ARE – Real Estate and Facilities  
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	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	6	34	0.5	---	0.4	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	9	40	1.4	---	0.4	1.0	2.5	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

**Car Eligibility**

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

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

93% No  
7% Yes

**Other Perquisites Eligibility**

97% No  
3% Yes

**Financial Counseling Eligibility**

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

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

80% No  
20% Yes

**Recreation/Wellness Allowance Eligibility**

47% No  
53% Yes

**Transportation Allowance Eligibility**

80% No  
20% Yes

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

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**Function : ARE – Real Estate and Facilities**

**Level : M1 – Supervisor (M1)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
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	0.9	---	0.3	0.5	1.3	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	12	25	2.2	0.2	0.4	1.9	3.0	5.8
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**

100% No  
 0% Yes

**Financial Counseling Eligibility**

98% Not Eligible  
 2% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

96% No  
 4% Yes

**Performance Award/Project Bonus Eligibility**

87% No  
 13% Yes

**Recreation/Wellness Allowance Eligibility**

68% No  
 32% Yes

**Transportation Allowance Eligibility**

87% No  
 13% Yes

*All values in Canadian Dollar*

*Effective date April 01, 2017*

*Company weighted statistics*

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**Function : ARE – Real Estate and Facilities**  
**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	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	38	0.9	0.1	0.4	0.5	0.9	3.5
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	4	20.0	---	---	20.0	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	17	63	3.5	0.3	0.8	3.8	5.3	7.2
Total Variable Payments – Excluding Actual Bonus	9	13	14.5	---	0.8	9.8	27.0	---

**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**

90% No  
 10% Yes

**Other Perquisites Eligibility**

95% No  
 5% 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**

87% No  
 13% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
 33% Yes

**Transportation Allowance Eligibility**

76% No  
 24% Yes

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

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**Function : ARE – Real Estate and Facilities**  
**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	5	15	7.6	---	4.4	9.6	9.8	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	16	1.2	---	0.3	0.5	2.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	12	43	10.6	3.7	4.7	7.5	14.8	27.5
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	100% Eligibility Based on Job Status	74% No	95% No
5% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	26% Yes	5% Yes
0% Choice of Car or Allowance			
95% 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	89% No
0% Full Financial Counseling	0% Yes	0% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
68% No	46% No		
32% Yes	54% Yes		

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 Effective date April 01, 2017  
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2017 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
TOTAL SAMPLE  
August 2017

Function : ARE – Real Estate and Facilities  
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	0	---	---	---	---	---	---	---
Total Perquisites	6	10	11.6	---	6.1	11.3	18.0	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	100% Eligibility Based on Job Status	88% No	100% No
25% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	13% Yes	0% Yes
0% Choice of Car or Allowance			
75% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	100% No	88% No
0% Full Financial Counseling	0% Yes	0% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
63% No	38% No		
38% Yes	63% Yes		

All values in Canadian Dollar  
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**Function : ARE – Real Estate and Facilities**

**Level : P2 – Intermediate (P2)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	35	0.5	---	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	10	50	2.1	0.3	0.4	0.8	2.9	8.9
Total Variable Payments – Excluding Actual Bonus	5	6	5.3	---	0.3	1.0	12.5	---

**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**

95% No  
5% 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**

99% No  
1% Yes

**Performance Award/Project Bonus Eligibility**

82% No  
18% Yes

**Recreation/Wellness Allowance Eligibility**

66% No  
34% Yes

**Transportation Allowance Eligibility**

90% No  
10% Yes

*All values in Canadian Dollar*

*Effective date April 01, 2017*

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**Function : ARE – Real Estate and Facilities**  
**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	33	1.8	---	---	2.1	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	47	0.4	---	0.3	0.4	0.5	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	16	107	1.8	0.2	0.4	0.9	2.5	6.0
Total Variable Payments – Excluding Actual Bonus	8	23	5.5	---	0.7	2.2	8.3	---

<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	86% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	14% 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	99% No	86% No
3% Full Financial Counseling	0% Yes	1% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	90% No		
33% Yes	10% Yes		

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

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**Function : ARE – Real Estate and Facilities**  
**Level : P4 – Specialist (P4)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	64	0.6	0.3	0.3	0.5	0.6	1.5
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	15	124	2.0	0.3	0.5	1.0	2.7	6.3
Total Variable Payments – Excluding Actual Bonus	6	18	11.6	---	0.8	3.4	30.1	---

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
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			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	99% No	85% No
0% Full Financial Counseling	0% Yes	1% Yes	15% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
61% No	89% No		
39% Yes	11% Yes		

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



**Function : ARE – Real Estate and Facilities**  
**Level : P5 – Master (P5)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
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	2	---	---	---	---	---	---	---
Total Perquisites	7	41	3.3	---	1.0	2.8	4.9	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

**Car Eligibility**

1% Company Car only  
0% Car Allowance

0% Choice of Car or Allowance  
99% Not Eligible

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

77% No  
23% 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**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

87% No  
13% Yes

**Recreation/Wellness Allowance Eligibility**

77% No  
23% 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*

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**Function : ARE – Real Estate and Facilities**  
**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	7	7.7	---	---	9.3	---	---
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	2	---	---	---	---	---	---	---
Total Perquisites	5	8	9.9	---	5.6	9.0	14.6	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 60% No 40% Yes	<b>Other Perquisites Eligibility</b> 90% No 10% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 100% No 0% Yes	<b>Performance Award/Project Bonus Eligibility</b> 70% No 30% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 90% No 10% Yes	<b>Transportation Allowance Eligibility</b> 50% No 50% Yes		

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

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**Function : ARE – Real Estate and Facilities**  
**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	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	1	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	3	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	0	---	---	---	---	---	---	---

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

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**Function : ARE – Real Estate and Facilities**  
**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	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	27	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	7	60	1.3	---	0.3	0.8	2.3	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 81% No 19% Yes	<b>Other Perquisites Eligibility</b> 99% No 1% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 94% No 6% Yes	<b>Performance Award/Project Bonus Eligibility</b> 100% No 0% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 72% No 28% Yes	<b>Transportation Allowance Eligibility</b> 94% No 6% Yes		

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

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

WillisTowersWatson 

**Function : ARE – Real Estate and Facilities**

**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	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	4	6	12.7	---	---	13.2	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	8	44	1.9	---	0.5	1.7	3.2	---
Total Variable Payments – Excluding Actual Bonus	5	8	11.8	---	6.4	14.1	16.0	---

<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	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			
<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	93% No
0% Full Financial Counseling	0% Yes	11% Yes	7% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
79% No	85% No		
21% Yes	15% Yes		

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

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**Function : ARE – Real Estate and Facilities**  
**Level : U4 – Lead (U4)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
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	5	10	0.6	---	0.4	0.5	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	8	26	1.9	---	0.4	1.7	3.0	---
Total Variable Payments – Excluding Actual Bonus	2	---	---	---	---	---	---	---

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
0% Company Car only	0% Eligibility Based on Job Status	86% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	14% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	93% No	79% No
0% Full Financial Counseling	0% Yes	7% Yes	21% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
64% No	83% No		
36% Yes	17% 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 : ARS – Research Science  
Level : P1 – Entry (P1)

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

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

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

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

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

80% No  
20% Yes

**Recreation/Wellness Allowance Eligibility**

40% No  
60% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

*All values in Canadian Dollar*

*Effective date April 01, 2017*

*Company weighted statistics*

*All monetary values in thousands*

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	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	75% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	25% 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		

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 All monetary values in thousands

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

**Willis Towers Watson**

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

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

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
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			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	100% No	83% No
0% Full Financial Counseling	0% Yes	0% Yes	17% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
67% No	100% No		
33% Yes	0% Yes		

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

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

WillisTowersWatson 

**Function : ARS – Research Science**  
**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	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	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**

83% No  
 17% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
 33% Yes

**Transportation Allowance Eligibility**

100% No  
 0% Yes

*All values in Canadian Dollar*  
*Effective date April 01, 2017*  
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**Function : ARS – Research Science**  
**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	4	27	0.3	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	4	27	0.3	---	---	0.3	---	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 100% No 0% Yes	<b>Other Perquisites Eligibility</b> 100% No 0% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 96% No 4% Yes	<b>Performance Award/Project Bonus Eligibility</b> 87% No 13% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 54% No 46% Yes	<b>Transportation Allowance Eligibility</b> 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 : ARS – Research Science  
 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	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	10	1.6	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	10	1.6	---	---	0.3	---	---
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**

50% No  
 50% Yes

**Transportation Allowance Eligibility**

100% No  
 0% Yes

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

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**Function : ASC – Supply Chain and Logistics**  
**Level : M1 – Supervisor (M1)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	0	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	47	1.2	---	0.3	0.5	1.1	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	19	21.4	---	---	19.0	---	---
Performance Awards/Project Bonus Amount	5	6	1.5	---	0.2	0.7	3.2	---
Total Perquisites	12	54	4.7	0.4	0.5	1.2	5.4	20.0
Total Variable Payments – Excluding Actual Bonus	10	27	11.0	0.2	0.5	2.5	25.9	31.6

**Car Eligibility**

2% Company Car only  
 0% Car Allowance  
  
 0% Choice of Car or Allowance  
 98% Not Eligible

**Car Benefit Eligibility Criteria**

0% Eligibility Based on Job Status  
 100% 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**

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**

94% No  
 6% Yes

**Performance Award/Project Bonus Eligibility**

85% No  
 15% Yes

**Recreation/Wellness Allowance Eligibility**

68% No  
 32% Yes

**Transportation Allowance Eligibility**

92% No  
 8% Yes

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

**WillisTowersWatson** 

**Function : ASC – Supply Chain and Logistics**  
**Level : P1 – Entry (P1)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	69	0.8	0.3	0.3	0.4	0.6	3.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
<b>Total Perquisites</b>	<b>14</b>	<b>80</b>	<b>1.7</b>	<b>0.3</b>	<b>0.3</b>	<b>0.6</b>	<b>2.8</b>	<b>6.0</b>
<b>Total Variable Payments – Excluding Actual Bonus</b>	<b>5</b>	<b>23</b>	<b>7.4</b>	<b>---</b>	<b>2.4</b>	<b>4.5</b>	<b>13.8</b>	<b>---</b>

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
0% Company Car only	0% Eligibility Based on Job Status	91% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	94% No	87% No
0% Full Financial Counseling	0% Yes	6% Yes	13% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
53% No	93% No		
47% Yes	7% Yes		

*All values in Canadian Dollar*  
*Effective date April 01, 2017*  
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**Function : ASC – Supply Chain and Logistics**  
**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	4	31	4.1	---	---	3.2	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	68	1.0	0.2	0.3	0.5	0.7	5.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	8	21.9	---	---	21.2	---	---
Performance Awards/Project Bonus Amount	5	8	2.3	---	0.6	2.2	4.1	---
Total Perquisites	23	111	5.6	0.3	1.3	4.6	7.6	12.4
Total Variable Payments – Excluding Actual Bonus	11	26	12.6	0.6	1.4	5.0	20.1	48.8

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
1% Company Car only	0% Eligibility Based on Job Status	90% No	97% No
3% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	10% Yes	3% Yes
0% Choice of Car or Allowance			
96% 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	86% No
5% Full Financial Counseling	0% Yes	3% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	75% No		
36% Yes	25% Yes		

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

WillisTowersWatson 

Function : ASC – Supply Chain and Logistics  
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	7	23	7.9	---	4.2	9.0	10.0	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	36	1.3	---	0.3	0.5	1.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	18	68	8.1	1.3	4.1	8.0	9.7	15.2
Total Variable Payments – Excluding Actual Bonus	8	14	11.3	---	0.8	3.6	27.5	---

**Car Eligibility**

0% Company Car only  
3% 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**

77% No  
23% Yes

**Other Perquisites Eligibility**

93% No  
7% Yes

**Financial Counseling Eligibility**

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

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

99% No  
1% Yes

**Performance Award/Project Bonus Eligibility**

86% No  
14% Yes

**Recreation/Wellness Allowance Eligibility**

66% No  
34% Yes

**Transportation Allowance Eligibility**

63% No  
37% Yes

All values in Canadian Dollar  
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**Function : ASC – Supply Chain and Logistics**  
**Level : M4 – Group Manager (M4)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
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	5	8	2.0	---	0.3	0.5	4.4	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	0	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	10	22	13.6	4.8	7.7	14.2	17.6	27.1
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<b>Car Eligibility</b> 0% Company Car only 20% Car Allowance  0% Choice of Car or Allowance 80% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 100% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 80% No 20% Yes	<b>Other Perquisites Eligibility</b> 93% No 7% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 100% No 0% Yes	<b>Performance Award/Project Bonus Eligibility</b> 73% No 27% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 67% No 33% Yes	<b>Transportation Allowance Eligibility</b> 47% No 53% Yes		

All values in Canadian Dollar  
Effective date April 01, 2017  
Company weighted statistics  
All monetary values in thousands  
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**Function : ASC – Supply Chain and Logistics**  
**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	44	1.7	---	---	1.9	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	117	0.8	0.2	0.3	0.4	0.5	3.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	6	70	12.5	---	10.0	12.0	14.4	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	20	184	2.0	0.3	0.4	0.6	3.8	5.4
Total Variable Payments – Excluding Actual Bonus	10	90	10.5	0.4	0.7	9.9	20.2	27.6

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 0% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 89% No 11% Yes	<b>Other Perquisites Eligibility</b> 97% No 3% Yes
<b>Financial Counseling Eligibility</b> 97% Not Eligible 3% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 93% No 7% Yes	<b>Performance Award/Project Bonus Eligibility</b> 89% No 11% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 55% No 45% Yes	<b>Transportation Allowance Eligibility</b> 92% No 8% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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

**Willis Towers Watson** 

**Function : ASC – Supply Chain and Logistics**  
**Level : P3 – Career (P3)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	68	2.1	---	1.3	2.0	3.0	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	132	1.0	0.3	0.3	0.5	0.5	5.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	8	17	13.7	---	9.3	14.2	14.7	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	19	211	2.5	0.3	0.5	1.8	4.8	6.3
Total Variable Payments – Excluding Actual Bonus	12	57	10.7	0.7	1.8	6.2	21.8	31.5

**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**

86% No  
14% Yes

**Other Perquisites Eligibility**

97% No  
3% 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**

96% No  
4% Yes

**Performance Award/Project Bonus Eligibility**

90% No  
10% Yes

**Recreation/Wellness Allowance Eligibility**

70% No  
30% 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*

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**Function : ASC – Supply Chain and Logistics**  
**Level : P4 – Specialist (P4)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	77	2.5	---	---	2.1	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	142	1.0	0.3	0.3	0.5	0.5	5.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	10	15.7	---	12.8	16.1	18.3	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	17	229	2.5	0.3	0.5	2.5	4.5	6.2
Total Variable Payments – Excluding Actual Bonus	9	75	15.1	---	2.6	9.8	28.7	---

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
0% Company Car only	0% Eligibility Based on Job Status	87% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	13% Yes	4% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	98% No	90% No
0% Full Financial Counseling	0% Yes	2% Yes	10% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
64% No	91% No		
36% Yes	9% Yes		

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

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	0	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	14	2.8	---	---	2.8	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	11	0.5	---	---	0.4	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	10	30	4.3	0.3	2.1	3.2	5.8	11.7
Total Variable Payments – Excluding Actual Bonus	5	8	11.3	---	0.5	5.5	24.9	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
2% Company Car only	0% Eligibility Based on Job Status	75% No	100% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	25% Yes	0% Yes
0% Choice of Car or Allowance			
98% 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	99% No	81% No
0% Full Financial Counseling	0% Yes	1% Yes	19% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
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

**Function : ASC – Supply Chain and Logistics**  
**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	0	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	2	---	---	---	---	---	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

**Car Eligibility**

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

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

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**

75% No  
 25% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
 0% Yes

**Recreation/Wellness Allowance Eligibility**

75% No  
 25% Yes

**Transportation Allowance Eligibility**

75% No  
 25% Yes

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*Effective date April 01, 2017*

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*All monetary values in thousands*

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**Function : ASC – Supply Chain and Logistics**  
**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	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	3	---	---	---	---	---	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	5	15	5.2	---	0.4	1.0	12.1	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	91% No	91% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	9% 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	85% No	100% No
0% Full Financial Counseling	0% Yes	15% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	88% No		
36% Yes	12% Yes		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands

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**Function : ASC – Supply Chain and Logistics**  
**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	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	57	1.0	---	0.3	0.3	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	11	76	3.6	0.3	0.3	0.8	4.8	13.8
Total Variable Payments – Excluding Actual Bonus	5	22	7.7	---	0.4	8.1	14.8	---

<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	97% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	4% 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>
96% Not Eligible	100% No	91% No	100% No
4% Full Financial Counseling	0% Yes	9% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
69% No	92% No		
31% Yes	8% Yes		

All values in Canadian Dollar  
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**Function : ASC – Supply Chain and Logistics**  
**Level : U3 – Senior (U3)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	66	0.8	0.3	0.3	0.4	0.5	4.3
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	16	14.5	---	---	16.1	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	14	83	3.1	0.3	0.5	1.0	4.8	12.2
Total Variable Payments – Excluding Actual Bonus	5	32	11.7	---	3.1	13.6	19.2	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	93% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	7% Yes	4% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	89% No	89% No
0% Full Financial Counseling	0% Yes	11% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
66% No	87% No		
34% Yes	13% Yes		

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

**Function : ASC – Supply Chain and Logistics**  
**Level : U4 – Lead (U4)**

	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	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	22	0.4	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	10	12.9	---	---	13.6	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	6	34	5.7	---	0.4	1.7	11.1	---
Total Variable Payments – Excluding Actual Bonus	6	16	12.5	---	2.2	11.4	20.7	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
1% Company Car only	0% Eligibility Based on Job Status	93% No	93% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	7% Yes	7% Yes
0% Choice of Car or Allowance			
99% 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	79% No	77% No
0% Full Financial Counseling	0% Yes	21% Yes	23% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
73% No	89% No		
27% Yes	11% Yes		

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

	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	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	15	1.7	---	---	0.8	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	1	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	4	15	3.0	---	---	2.8	---	---
Total Variable Payments – Excluding Actual Bonus	1	---	---	---	---	---	---	---

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
0% Company Car only	0% Eligibility Based on Job Status	100% No	94% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	0% Yes	6% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	86% No	86% No
0% Full Financial Counseling	0% Yes	14% Yes	14% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
47% No	100% No		
53% Yes	0% Yes		

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

	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	5	59	1.4	---	0.4	0.5	2.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
Total Perquisites	6	61	2.1	---	0.5	0.8	4.9	---
Total Variable Payments – Excluding Actual Bonus	3	---	---	---	---	---	---	---

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	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	93% No	100% No
0% Full Financial Counseling	0% Yes	7% Yes	0% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	93% No		
36% Yes	7% Yes		

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 All monetary values in thousands

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

WillisTowersWatson 

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

	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	75	1.7	---	---	0.5	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	5	83	2.6	---	0.4	0.5	5.8	---
Total Variable Payments – Excluding Actual Bonus	4	15	11.5	---	---	8.9	---	---

<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	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	83% No	83% No
0% Full Financial Counseling	0% Yes	17% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	96% No		
33% Yes	4% Yes		

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

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

	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	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	0	---	---	---	---	---	---	---
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	83% No	86% No
0% Full Financial Counseling	0% Yes	17% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
57% No	100% No		
43% Yes	0% Yes		

All values in Canadian Dollar  
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All monetary values in thousands

**Function : AZE – Engineering**  
**Level : M1 – Supervisor (M1)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	9	66	1.2	---	0.3	0.5	0.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	8	19.0	---	---	19.7	---	---
Performance Awards/Project Bonus Amount	5	15	1.3	---	0.8	1.0	2.0	---
Total Perquisites	13	85	4.3	0.3	0.4	2.7	5.9	15.2
Total Variable Payments – Excluding Actual Bonus	13	32	11.2	0.6	2.0	13.1	18.1	20.5

<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	97% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	3% Yes	4% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
94% Not Eligible	100% No	97% No	87% No
6% Full Financial Counseling	0% Yes	3% Yes	13% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	86% No		
33% Yes	14% Yes		

All values in Canadian Dollar  
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2017 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
TOTAL SAMPLE  
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WillisTowersWatson 

Function : AZE – Engineering  
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	4	40	1.6	---	---	1.8	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	109	1.0	0.2	0.3	0.5	0.9	4.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	7	63	16.6	---	12.8	16.6	20.0	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	18	174	1.8	0.3	0.4	1.0	2.3	6.0
Total Variable Payments – Excluding Actual Bonus	11	77	11.6	0.7	2.0	13.0	17.3	24.9

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
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			
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	93% No	90% No
5% Full Financial Counseling	0% Yes	7% Yes	10% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
64% No	91% No		
36% Yes	9% Yes		

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

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	111	4.2	---	1.8	3.2	7.0	---
Other Perquisite Amount	5	41	8.6	---	4.9	6.0	13.5	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	212	1.0	0.2	0.3	0.4	0.6	4.3
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	6	52	18.4	---	9.9	16.9	27.6	---
Performance Awards/Project Bonus Amount	6	20	2.7	---	1.3	2.4	4.3	---
Total Perquisites	24	389	4.9	0.3	1.0	4.8	7.2	9.7
Total Variable Payments – Excluding Actual Bonus	15	123	12.3	0.8	4.0	10.7	16.2	36.9

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
1% Company Car only	100% Eligibility Based on Job Status	91% No	94% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	6% Yes
0% Choice of Car or Allowance			
99% 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	97% No	89% No
5% Full Financial Counseling	0% Yes	3% Yes	11% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
68% No	79% No		
32% Yes	21% Yes		

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

Function : AZE – Engineering  
Level : M3 – Senior Manager (M3)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	6	20	12.0	---	5.2	10.4	18.0	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	9	92	7.7	---	4.7	9.0	9.8	---
Other Perquisite Amount	5	20	14.1	---	2.2	8.4	28.8	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	160	1.2	0.3	0.3	0.5	1.0	5.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	12	25.6	---	---	24.4	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	27	330	11.0	1.3	5.3	8.2	14.6	24.5
Total Variable Payments – Excluding Actual Bonus	11	73	18.4	0.6	1.5	15.5	37.2	44.7

**Car Eligibility**

2% Company Car only  
7% Car Allowance  
  
0% Choice of Car or Allowance  
91% Not Eligible

**Car Benefit Eligibility Criteria**

95% Eligibility Based on Job Status  
5% Eligibility Based on Nature of Job/Job Requirements

**Flexible Perquisites Eligibility**

81% No  
19% Yes

**Other Perquisites Eligibility**

91% No  
9% Yes

**Financial Counseling Eligibility**

98% Not Eligible  
2% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

98% No  
2% Yes

**Performance Award/Project Bonus Eligibility**

89% No  
11% Yes

**Recreation/Wellness Allowance Eligibility**

69% No  
31% Yes

**Transportation Allowance Eligibility**

70% No  
30% Yes

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

**WillisTowersWatson** 

**Function : AZE – Engineering**  
**Level : M4 – Group Manager (M4)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	4	24	13.8	---	---	13.0	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	50	11.7	---	8.9	9.6	15.7	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	2	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	18	1.3	---	0.3	0.7	2.6	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	4	8	13.3	---	---	7.1	---	---
Total Perquisites	17	96	11.3	2.7	4.4	12.4	16.1	20.6
Total Variable Payments – Excluding Actual Bonus	7	18	18.3	---	2.4	8.5	36.7	---

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
0% Company Car only	100% Eligibility Based on Job Status	80% No	91% No
16% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	20% Yes	9% Yes
0% Choice of Car or Allowance			
84% Not Eligible			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
85% Not Eligible	100% No	98% No	82% No
15% Full Financial Counseling	0% Yes	2% Yes	18% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
69% No	53% No		
31% Yes	47% Yes		

*All values in Canadian Dollar*  
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2017 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
TOTAL SAMPLE  
August 2017

WillisTowersWatson 

Function : AZE – Engineering  
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	165	1.7	---	---	2.0	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	15	306	0.7	0.3	0.3	0.5	0.9	2.3
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	8	165	17.3	---	9.9	13.4	19.7	---
Performance Awards/Project Bonus Amount	5	26	1.0	---	0.4	0.8	1.8	---
Total Perquisites	23	557	2.1	0.3	0.5	1.0	4.1	5.7
Total Variable Payments – Excluding Actual Bonus	17	237	11.3	0.5	1.6	7.2	19.3	28.6

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	91% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	2% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
97% Not Eligible	100% No	95% No	89% No
3% Full Financial Counseling	0% Yes	5% Yes	11% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
66% No	90% No		
34% Yes	10% Yes		

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WillisTowersWatson 

Function : AZE – Engineering  
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	299	2.1	---	1.4	2.0	3.0	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	17	528	0.8	0.3	0.3	0.5	0.9	2.0
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	9	160	14.5	---	13.0	14.7	16.7	---
Performance Awards/Project Bonus Amount	5	109	1.1	---	0.7	1.0	1.6	---
Total Perquisites	25	903	2.2	0.3	0.5	1.2	3.8	5.6
Total Variable Payments – Excluding Actual Bonus	17	351	10.5	0.6	2.7	12.5	17.4	21.6

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	91% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	2% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
Financial Counseling Eligibility	Company Profit Sharing Eligibility	Northern Living Allowance/ Remote Location Premium Amount Eligibility	Performance Award/Project Bonus Eligibility
97% Not Eligible	100% No	96% No	91% No
3% Full Financial Counseling	0% Yes	4% Yes	9% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
67% No	92% No		
33% Yes	8% Yes		

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**Function : AZE – Engineering**  
**Level : P4 – Specialist (P4)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	5	351	3.0	---	1.4	2.2	5.0	---
Other Perquisite Amount	4	53	9.9	---	---	9.2	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	16	741	0.9	0.3	0.3	0.5	0.8	2.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	11	285	22.4	9.3	16.3	17.9	21.8	62.2
Performance Awards/Project Bonus Amount	6	218	2.6	---	0.8	1.7	3.9	---
Total Perquisites	25	1316	2.7	0.3	0.5	2.6	4.9	5.7
Total Variable Payments – Excluding Actual Bonus	19	690	17.8	0.8	3.0	15.1	27.7	39.2

<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	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>
96% Not Eligible	100% No	96% No	89% No
4% Full Financial Counseling	0% Yes	4% Yes	11% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
64% No	90% No		
36% Yes	10% Yes		

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All monetary values in thousands

**Function : AZE – Engineering**  
**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	169	2.8	---	---	2.7	---	---
Other Perquisite Amount	4	19	8.3	---	---	5.8	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	15	270	0.8	0.3	0.3	0.5	0.8	2.8
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	8	156	21.4	---	15.3	22.7	26.1	---
Performance Awards/Project Bonus Amount	6	29	2.2	---	0.9	1.1	4.5	---
Total Perquisites	26	524	4.1	0.3	0.8	4.0	5.5	7.2
Total Variable Payments – Excluding Actual Bonus	18	245	17.3	0.6	5.6	13.4	24.6	44.7

<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	90% No	94% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	10% Yes	6% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	97% No	86% No
0% Full Financial Counseling	0% Yes	3% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
60% No	77% No		
40% Yes	23% Yes		

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WillisTowersWatson 

**Function : AZE – Engineering**  
**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	7	159	6.6	---	3.2	9.0	9.6	---
Other Perquisite Amount	4	8	12.0	---	---	8.8	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	4	26	0.4	---	---	0.3	---	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	2	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	13	179	9.6	3.4	4.3	9.0	15.9	18.9
Total Variable Payments – Excluding Actual Bonus	6	26	11.2	---	0.6	1.7	28.8	---

**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**

70% No  
30% Yes

**Other Perquisites Eligibility**

90% No  
10% 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**

97% No  
3% Yes

**Performance Award/Project Bonus Eligibility**

90% No  
10% Yes

**Recreation/Wellness Allowance Eligibility**

80% No  
20% 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*

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

WillisTowersWatson 

Function : AZT – Technical Specialty/Skilled Trade  
Level : M1 – Supervisor (M1)

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	12	197	1.0	0.3	0.3	0.5	0.8	4.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	11	380	22.7	10.6	17.5	20.0	24.5	49.8
Performance Awards/Project Bonus Amount	5	12	1.7	---	0.5	1.0	3.2	---
Total Perquisites	21	358	3.4	0.4	0.5	1.5	5.2	7.1
Total Variable Payments – Excluding Actual Bonus	18	413	16.4	0.6	2.2	15.7	24.9	37.1

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	
98%	No
2%	Yes

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

Company Profit Sharing Eligibility	
100%	No
0%	Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility	
89%	No
11%	Yes

Performance Award/Project Bonus Eligibility	
87%	No
13%	Yes

Recreation/Wellness Allowance Eligibility	
68%	No
32%	Yes

Transportation Allowance Eligibility	
85%	No
15%	Yes

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

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

**Willis Towers Watson** 

**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : P1 – Entry (P1)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	2	---	---	---	---	---	---	---
Other Perquisite Amount	0	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	98	0.8	0.3	0.3	0.5	0.9	3.2
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	3	---	---	---	---	---	---	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	15	117	2.2	0.3	0.5	0.9	3.5	7.7
Total Variable Payments – Excluding Actual Bonus	6	43	8.1	---	0.6	7.1	15.2	---

<b>Car Eligibility</b> 1% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 99% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 100% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 92% No 8% Yes	<b>Other Perquisites Eligibility</b> 100% No 0% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 91% No 9% Yes	<b>Performance Award/Project Bonus Eligibility</b> 83% No 17% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 54% No 46% Yes	<b>Transportation Allowance Eligibility</b> 87% No 13% Yes		

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : M2 – Manager (M2)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	2	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	4	45	4.2	---	---	3.9	---	---
Other Perquisite Amount	5	20	8.2	---	0.4	5.4	17.4	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	123	0.9	0.3	0.3	0.5	0.5	4.4
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	9	159	23.4	---	18.8	22.4	29.4	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	21	266	5.4	0.4	1.4	4.6	6.5	15.5
Total Variable Payments – Excluding Actual Bonus	14	199	20.5	2.1	5.4	21.4	30.7	41.8

**Car Eligibility**

1% Company Car only  
 0% Car Allowance  
  
 0% Choice of Car or Allowance  
 99% Not Eligible

**Car Benefit Eligibility Criteria**

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

**Flexible Perquisites Eligibility**

90% No  
 10% Yes

**Other Perquisites Eligibility**

92% No  
 8% Yes

**Financial Counseling Eligibility**

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

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

87% No  
 13% Yes

**Performance Award/Project Bonus Eligibility**

88% No  
 12% Yes

**Recreation/Wellness Allowance Eligibility**

63% No  
 37% Yes

**Transportation Allowance Eligibility**

80% No  
 20% Yes

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

WillisTowersWatson 

Function : AZT – Technical Specialty/Skilled Trade  
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	7	35	6.5	---	3.1	9.0	9.6	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	24	0.5	---	0.3	0.3	0.7	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	20	28.6	---	19.9	30.9	36.1	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	15	65	10.1	0.3	0.8	5.2	10.0	40.8
Total Variable Payments – Excluding Actual Bonus	10	39	17.2	0.6	3.5	15.4	30.0	37.1

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	68% No	91% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	32% 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	84% No	86% No
0% Full Financial Counseling	0% Yes	16% Yes	14% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
67% No	79% No		
33% Yes	21% Yes		

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : M4 – Group Manager (M4)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
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	1	---	---	---	---	---	---	---
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	2	---	---	---	---	---	---	---

<b>Car Eligibility</b>	<b>Car Benefit Eligibility Criteria</b>	<b>Flexible Perquisites Eligibility</b>	<b>Other Perquisites Eligibility</b>
0% Company Car only	0% Eligibility Based on Job Status	60% No	100% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	40% Yes	0% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<b>Financial Counseling Eligibility</b>	<b>Company Profit Sharing Eligibility</b>	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b>	<b>Performance Award/Project Bonus Eligibility</b>
100% Not Eligible	100% No	67% No	80% No
0% Full Financial Counseling	0% Yes	33% Yes	20% Yes
0% Tax Counseling Only			
<b>Recreation/Wellness Allowance Eligibility</b>	<b>Transportation Allowance Eligibility</b>		
80% No	80% No		
20% Yes	20% Yes		

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

**Function : AZT – Technical Specialty/Skilled Trade**  
**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	4	6	8.4	---	---	7.5	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	14	303	0.9	0.2	0.3	0.5	0.8	3.6
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	7	37	12.9	---	9.8	12.1	16.2	---
Performance Awards/Project Bonus Amount	4	34	1.2	---	---	0.7	---	---
Total Perquisites	20	358	2.2	0.3	0.4	0.9	3.7	6.0
Total Variable Payments – Excluding Actual Bonus	11	107	11.0	0.5	0.7	9.0	19.5	33.3

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
0% Company Car only	0% Eligibility Based on Job Status	91% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	9% Yes	4% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
94% Not Eligible	100% No	93% No	86% No
6% Full Financial Counseling	0% Yes	7% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
57% No	92% No		
43% Yes	8% Yes		

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

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

WillisTowersWatson 

Function : AZT – Technical Specialty/Skilled Trade  
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	138	2.1	---	---	1.8	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	15	391	0.9	0.2	0.3	0.5	0.9	3.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	11	189	16.1	3.8	9.8	16.0	19.8	37.2
Performance Awards/Project Bonus Amount	4	89	0.8	---	---	0.8	---	---
Total Perquisites	23	627	2.7	0.3	0.5	1.0	4.8	7.3
Total Variable Payments – Excluding Actual Bonus	16	305	13.3	0.5	1.9	10.1	19.9	37.6

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	89% No	97% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	11% 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
97% Not Eligible	100% No	92% No	88% No
3% Full Financial Counseling	0% Yes	8% Yes	12% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
61% No	92% No		
39% Yes	8% Yes		

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**Function : AZT – Technical Specialty/Skilled Trade**  
**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	4	219	2.3	---	---	1.8	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	484	1.0	0.3	0.3	0.5	0.8	4.7
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	11	201	22.1	8.6	9.8	17.7	23.4	64.0
Performance Awards/Project Bonus Amount	6	68	1.3	---	0.6	0.9	2.3	---
Total Perquisites	21	839	3.6	0.4	0.6	2.3	5.2	9.1
Total Variable Payments – Excluding Actual Bonus	18	418	17.1	0.6	2.8	12.5	27.3	35.8

<u>Car Eligibility</u>	<u>Car Benefit Eligibility Criteria</u>	<u>Flexible Perquisites Eligibility</u>	<u>Other Perquisites Eligibility</u>
1% Company Car only	0% Eligibility Based on Job Status	90% No	97% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	10% Yes	3% Yes
0% Choice of Car or Allowance			
99% 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	90% No	85% No
3% Full Financial Counseling	0% Yes	10% Yes	15% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
58% No	86% No		
42% Yes	14% Yes		

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**Function : AZT – Technical Specialty/Skilled Trade**  
**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	84	3.0	---	---	2.6	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	57	1.3	---	0.3	0.5	0.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	8	61	20.3	---	11.8	21.5	24.0	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	16	246	4.7	0.4	1.2	4.2	5.8	13.9
Total Variable Payments – Excluding Actual Bonus	11	103	15.6	0.3	0.9	16.7	24.3	41.3

**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  
 100% Eligibility Based on Nature of Job/Job Requirements

**Flexible Perquisites Eligibility**

85% No  
 15% Yes

**Other Perquisites Eligibility**

97% No  
 3% Yes

**Financial Counseling Eligibility**

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

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

87% No  
 13% Yes

**Performance Award/Project Bonus Eligibility**

85% No  
 15% Yes

**Recreation/Wellness Allowance Eligibility**

59% No  
 41% Yes

**Transportation Allowance Eligibility**

75% No  
 25% Yes

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*All monetary values in thousands*

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**Function : AZT – Technical Specialty/Skilled Trade**  
**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	21	5.9	---	2.6	5.0	9.6	---
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	8	29	6.9	---	3.0	5.9	12.6	---
Total Variable Payments – Excluding Actual Bonus	4	13	6.7	---	---	0.7	---	---

<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	61% No	96% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	39% Yes	4% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	98% No	86% No
0% Full Financial Counseling	0% Yes	2% Yes	14% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
75% No	59% No		
25% Yes	41% Yes		

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

**Function : AZT – Technical Specialty/Skilled Trade**  
**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	1	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	10	90	0.7	0.3	0.3	0.5	0.8	2.6
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	5	19	15.0	---	10.9	13.6	19.7	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	13	104	1.9	0.3	0.4	0.8	2.0	8.4
Total Variable Payments – Excluding Actual Bonus	8	31	10.5	---	2.5	10.9	17.9	---

<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	96% No	98% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	4% 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	92% No	93% No
0% Full Financial Counseling	0% Yes	8% Yes	7% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
61% No	92% No		
39% Yes	8% Yes		

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

**Function : AZT – Technical Specialty/Skilled Trade**  
**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	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	300	0.7	0.2	0.3	0.4	0.5	3.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	6	47	12.9	---	7.5	13.3	17.8	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	20	343	2.3	0.3	0.4	1.1	4.1	7.0
Total Variable Payments – Excluding Actual Bonus	11	141	8.3	0.5	0.9	9.1	13.1	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	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>
97% Not Eligible	100% No	92% No	92% No
3% Full Financial Counseling	0% Yes	8% Yes	8% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
65% No	91% No		
35% Yes	9% Yes		

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

**Function : AZT – Technical Specialty/Skilled Trade**  
**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	3	---	---	---	---	---	---	---
Other Perquisite Amount	2	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	13	959	0.9	0.3	0.3	0.4	0.5	4.1
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	10	70	15.5	1.7	9.1	15.7	23.1	27.1
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	18	1030	2.1	0.3	0.4	0.6	3.7	7.4
Total Variable Payments – Excluding Actual Bonus	16	377	11.5	0.6	0.9	11.9	21.1	26.2

<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	94% No	99% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	6% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
97% Not Eligible	100% No	91% No	90% No
3% Full Financial Counseling	0% Yes	9% Yes	10% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
65% No	91% No		
35% Yes	9% Yes		

All values in Canadian Dollar  
 Effective date April 01, 2017  
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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : T4 – Lead (T4)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	1	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	11	444	1.1	0.3	0.3	0.5	0.5	5.9
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	8	377	16.6	---	10.4	17.6	21.3	---
Performance Awards/Project Bonus Amount	2	---	---	---	---	---	---	---
Total Perquisites	16	630	2.6	0.3	0.4	1.2	5.1	7.3
Total Variable Payments – Excluding Actual Bonus	12	541	14.1	0.5	3.2	13.7	19.6	35.5

<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	94% No	99% No
0% Car Allowance	100% Eligibility Based on Nature of Job/Job Requirements	6% Yes	1% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	89% No	88% No
0% Full Financial Counseling	0% Yes	11% Yes	12% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
65% No	90% No		
35% 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

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

	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	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	5	51	0.6	---	0.4	0.5	0.8	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	4	12	11.6	---	---	12.6	---	---
Performance Awards/Project Bonus Amount	1	---	---	---	---	---	---	---
Total Perquisites	8	71	4.3	---	0.4	2.2	8.0	---
Total Variable Payments – Excluding Actual Bonus	6	25	12.1	---	4.3	8.9	19.5	---

Car Eligibility	Car Benefit Eligibility Criteria	Flexible Perquisites Eligibility	Other Perquisites Eligibility
0% Company Car only	0% Eligibility Based on Job Status	87% No	88% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	13% Yes	12% 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	89% No	87% No
0% Full Financial Counseling	0% Yes	11% Yes	13% Yes
0% Tax Counseling Only			
Recreation/Wellness Allowance Eligibility	Transportation Allowance Eligibility		
66% No	93% No		
34% Yes	7% Yes		

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



**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : W2 – Intermediate (W2)**

	Cos	Cases	Mean	10th	25th	50th	75th	90th
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	0	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	118	0.5	---	0.3	0.5	0.9	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	9	104	13.0	---	9.0	14.3	17.0	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	16	334	4.1	0.3	0.6	3.4	6.0	10.7
Total Variable Payments – Excluding Actual Bonus	12	120	10.7	0.4	1.6	9.1	15.7	29.9

<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	87% No	92% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	13% Yes	8% Yes
0% Choice of Car or Allowance			
100% Not Eligible			
<u>Financial Counseling Eligibility</u>	<u>Company Profit Sharing Eligibility</u>	<u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u>	<u>Performance Award/Project Bonus Eligibility</u>
100% Not Eligible	100% No	80% No	83% No
0% Full Financial Counseling	0% Yes	20% Yes	17% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
67% No	79% No		
33% Yes	21% Yes		

All values in Canadian Dollar  
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 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 : AZT – Technical Specialty/Skilled Trade**  
**Level : W3 – Senior (W3)**

	<b>Cos</b>	<b>Cases</b>	<b>Mean</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>
Car Allowance	1	---	---	---	---	---	---	---
Car Purchase Cost	1	---	---	---	---	---	---	---
Car Leasing Cost	0	---	---	---	---	---	---	---
Flexible Perquisites Amount	3	---	---	---	---	---	---	---
Other Perquisite Amount	3	---	---	---	---	---	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	8	784	1.2	---	0.4	0.5	1.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	11	517	21.5	6.1	10.5	18.9	21.1	57.1
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	18	1864	4.5	0.3	0.7	4.8	5.7	8.7
Total Variable Payments – Excluding Actual Bonus	15	647	17.2	0.6	3.0	13.9	21.1	49.2

<b>Car Eligibility</b> 0% Company Car only 0% Car Allowance  0% Choice of Car or Allowance 100% Not Eligible	<b>Car Benefit Eligibility Criteria</b> 0% Eligibility Based on Job Status 100% Eligibility Based on Nature of Job/Job Requirements	<b>Flexible Perquisites Eligibility</b> 86% No 14% Yes	<b>Other Perquisites Eligibility</b> 93% No 7% Yes
<b>Financial Counseling Eligibility</b> 100% Not Eligible 0% Full Financial Counseling 0% Tax Counseling Only	<b>Company Profit Sharing Eligibility</b> 100% No 0% Yes	<b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> 79% No 21% Yes	<b>Performance Award/Project Bonus Eligibility</b> 81% No 19% Yes
<b>Recreation/Wellness Allowance Eligibility</b> 60% No 40% Yes	<b>Transportation Allowance Eligibility</b> 77% No 23% Yes		

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

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

	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	267	11.2	---	---	10.8	---	---
Financial and Tax Counseling Amount	0	---	---	---	---	---	---	---
Recreation/Wellness Allowance Amount	7	397	1.4	---	0.4	0.5	1.0	---
Company Profit Sharing Amount	0	---	---	---	---	---	---	---
Northern Living Allowance/ Remote Location Premium Amount	8	192	21.9	---	10.8	16.6	21.0	---
Performance Awards/Project Bonus Amount	3	---	---	---	---	---	---	---
Total Perquisites	14	899	4.8	0.4	0.7	3.3	5.4	17.2
Total Variable Payments – Excluding Actual Bonus	12	402	15.9	0.6	1.6	9.6	19.9	58.7

<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	84% No	91% No
0% Car Allowance	0% Eligibility Based on Nature of Job/Job Requirements	16% Yes	9% 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	85% No	79% No
0% Full Financial Counseling	0% Yes	15% Yes	21% Yes
0% Tax Counseling Only			
<u>Recreation/Wellness Allowance Eligibility</u>	<u>Transportation Allowance Eligibility</u>		
62% No	82% No		
38% Yes	18% Yes		

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

WillisTowersWatson 

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

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

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

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