

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	14	192.4	138.0	171.6	198.9	216.5	228.0
Actual Bonus Amount	9	13	59.2	---	46.5	62.9	73.8	---
Actual Bonus as % of Base	9	13	30	---	22	32	37	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	14	245.7	161.8	205.4	261.2	287.7	294.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	14	249.8	161.8	205.4	273.8	294.2	294.9
Actual Total Direct Compensation (Incl LTI)	10	14	307.1	161.8	241.8	301.0	402.5	416.7
Total Compensation (Incl Perqs)	10	14	315.1	162.7	244.1	313.9	417.2	426.0
TARGET COMPENSATION								
Target Bonus Amount	10	14	47.5	13.7	41.0	51.7	58.9	64.6
Target Bonus as % of Base	10	14	24	9	23	25	30	32
Target Cash Compensation	10	14	240.0	157.5	214.2	249.8	278.7	285.0
Target Total Direct Compensation (Incl LTI)	10	14	297.3	157.5	227.3	288.1	386.7	402.4
Target Total Compensation (Incl Perqs)	10	14	305.3	158.3	242.6	294.9	401.4	411.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	8	81.9	---	48.6	78.3	111.1	---
LTI as % of Base	7	8	39	---	26	34	50	---
Total Perquisite Amount	9	12	8.9	---	4.3	8.4	13.8	---
SCOPE VARIABLES								
Company Revenue (millions)	10	14	13,365.4	1,309.5	3,022.0	5,062.5	28,251.7	40,205.1

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
20% No
80% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	13	192.2	---	---	202.9	---	---
Actual Bonus Amount	4	13	59.5	---	---	60.2	---	---
Actual Bonus as % of Base	4	13	30	---	---	29	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	13	251.7	---	---	267.5	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	13	257.0	---	---	278.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	13	276.1	---	---	278.2	---	---
Total Compensation (Incl Perqs)	4	13	287.6	---	---	292.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	13	47.1	---	---	47.3	---	---
Target Bonus as % of Base	4	13	24	---	---	23	---	---
Target Cash Compensation	4	13	239.3	---	---	250.2	---	---
Target Total Direct Compensation (Incl LTI)	4	13	258.4	---	---	259.4	---	---
Target Total Compensation (Incl Perqs)	4	13	269.9	---	---	274.1	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	13	5,347.4	---	---	4,662.3	---	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
0% No	75% No	100% No
100% Yes	25% Yes	0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	19	73.1	---	68.3	73.5	77.0	---
Actual Bonus Amount	6	17	10.2	---	6.2	10.5	13.2	---
Actual Bonus as % of Base	6	17	14	---	10	13	18	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	19	82.9	---	74.5	83.8	90.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	19	83.7	---	74.5	83.8	92.5	---
Actual Total Direct Compensation (Incl LTI)	6	19	84.6	---	75.1	85.1	92.5	---
Total Compensation (Incl Perqs)	6	19	84.9	---	75.5	85.1	92.9	---
TARGET COMPENSATION								
Target Bonus Amount	6	19	8.9	---	7.2	8.5	11.1	---
Target Bonus as % of Base	6	19	12	---	10	13	14	---
Target Cash Compensation	6	19	82.0	---	75.4	82.0	88.1	---
Target Total Direct Compensation (Incl LTI)	6	19	82.9	---	76.1	82.0	90.1	---
Target Total Compensation (Incl Perqs)	6	19	83.1	---	76.5	82.2	90.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	7	0.4	---	---	0.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	19	23,510.4	---	3,741.3	28,344.9	38,353.3	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
0% No		50% No		100% No	
100% Yes		50% Yes		0% Yes	

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	39	89.1	77.8	80.0	90.2	94.7	103.3
Actual Bonus Amount	9	35	12.9	---	9.1	13.5	15.8	---
Actual Bonus as % of Base	9	35	15	---	11	16	19	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	39	99.6	85.9	92.5	102.0	106.0	110.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	39	100.3	85.9	92.5	102.0	106.0	116.2
Actual Total Direct Compensation (Incl LTI)	11	39	102.6	85.9	98.6	102.0	110.4	116.2
Total Compensation (Incl Perqs)	11	39	103.1	86.2	98.6	104.1	110.4	116.7
TARGET COMPENSATION								
Target Bonus Amount	9	35	10.7	---	9.2	9.5	12.5	---
Target Bonus as % of Base	9	35	12	---	10	12	15	---
Target Cash Compensation	11	39	97.8	85.6	88.5	100.0	104.4	108.6
Target Total Direct Compensation (Incl LTI)	11	39	100.1	85.6	97.5	102.7	105.4	109.0
Target Total Compensation (Incl Perqs)	11	39	100.6	85.9	98.0	103.7	105.4	109.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	7	28	0.7	---	0.3	0.5	1.0	---
SCOPE VARIABLES								
Company Revenue (millions)	11	39	13,026.5	765.3	1,880.0	4,963.0	31,567.8	39,920.2

Bonus Eligibility

18% No
82% Yes

LTI Eligibility

55% No
45% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	72	104.9	89.3	98.8	102.7	111.8	125.1
Actual Bonus Amount	14	56	17.4	7.9	14.1	17.0	20.7	27.5
Actual Bonus as % of Base	14	56	16	8	13	16	20	25
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	72	118.3	89.8	111.0	118.3	130.7	140.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	72	119.4	89.8	111.0	118.3	131.2	149.2
Actual Total Direct Compensation (Incl LTI)	18	72	126.3	89.8	112.4	125.5	147.9	161.1
Total Compensation (Incl Perqs)	18	72	127.4	93.8	112.8	127.0	149.6	161.5
TARGET COMPENSATION								
Target Bonus Amount	15	61	14.0	4.5	13.2	14.4	16.8	20.7
Target Bonus as % of Base	15	61	13	5	12	14	15	19
Target Cash Compensation	18	72	116.6	92.6	110.9	116.0	125.5	138.2
Target Total Direct Compensation (Incl LTI)	18	72	123.5	92.6	111.1	124.0	138.0	151.7
Target Total Compensation (Incl Perqs)	18	72	124.5	93.8	111.4	125.4	139.5	152.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	19	14.7	4.0	7.7	14.1	18.7	30.4
LTI as % of Base	10	19	13	4	7	13	17	27
Total Perquisite Amount	14	58	1.3	0.3	0.4	0.7	2.2	4.1
SCOPE VARIABLES								
Company Revenue (millions)	18	72	11,607.7	552.3	1,785.0	5,062.5	21,012.0	37,925.9

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

41% No
59% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	74	126.8	113.1	122.8	126.3	132.1	139.2
Actual Bonus Amount	16	69	23.1	7.5	15.5	22.1	28.6	39.5
Actual Bonus as % of Base	16	69	18	6	12	18	23	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	74	147.3	121.3	138.1	146.9	152.5	184.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	16	11.2	---	---	9.4	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	74	149.8	121.3	139.1	149.5	155.1	188.2
Actual Total Direct Compensation (Incl LTI)	18	74	158.2	121.3	144.9	158.7	167.8	196.8
Total Compensation (Incl Perqs)	18	74	159.1	122.5	145.2	159.0	170.3	199.2
TARGET COMPENSATION								
Target Bonus Amount	17	71	20.4	13.5	18.2	20.3	23.9	28.2
Target Bonus as % of Base	17	71	16	10	15	16	20	20
Target Cash Compensation	18	74	146.1	121.3	141.1	145.9	153.8	167.0
Target Total Direct Compensation (Incl LTI)	18	74	154.5	121.3	143.5	157.3	164.0	184.6
Target Total Compensation (Incl Perqs)	18	74	155.4	122.5	144.0	157.5	165.6	187.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	26	19.3	6.7	11.5	15.7	27.3	39.4
LTI as % of Base	11	26	15	5	9	13	20	28
Total Perquisite Amount	12	48	1.4	0.3	0.4	0.6	2.0	4.5
SCOPE VARIABLES								
Company Revenue (millions)	18	74	11,913.3	311.4	1,717.0	6,317.2	20,226.2	37,925.9

Bonus Eligibility

6% No
94% Yes

LTI Eligibility

32% No
68% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	34	165.6	123.2	142.9	165.7	174.4	228.6
Actual Bonus Amount	13	34	37.3	14.6	22.3	35.4	51.0	65.1
Actual Bonus as % of Base	13	34	22	10	16	22	27	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	34	202.9	138.5	172.3	191.3	228.1	286.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	11	14.9	---	4.4	16.4	23.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	34	209.0	138.5	172.3	207.5	243.6	287.5
Actual Total Direct Compensation (Incl LTI)	13	34	236.1	140.7	181.1	233.6	270.6	358.2
Total Compensation (Incl Perqs)	13	34	239.2	143.0	183.5	233.6	270.8	365.6
TARGET COMPENSATION								
Target Bonus Amount	13	34	32.2	15.0	22.3	30.8	40.1	54.5
Target Bonus as % of Base	13	34	19	12	15	20	22	25
Target Cash Compensation	13	34	197.7	138.1	168.0	198.9	210.9	283.2
Target Total Direct Compensation (Incl LTI)	13	34	224.9	140.3	177.6	214.6	255.4	349.9
Target Total Compensation (Incl Perqs)	13	34	228.0	141.9	180.9	219.2	255.5	357.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	20	39.7	16.6	22.0	28.9	60.2	94.4
LTI as % of Base	10	20	22	12	14	16	36	44
Total Perquisite Amount	10	29	4.0	0.3	0.7	3.8	6.8	9.5
SCOPE VARIABLES								
Company Revenue (millions)	13	34	14,685.4	1,189.1	3,839.0	9,346.0	28,344.9	39,350.4

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
0% No	22% No	100% No
100% Yes	78% Yes	0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEM – Modeling, Forecasting, Economic Analysis
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	210.6	---	---	204.0	---	---
Actual Bonus Amount	4	5	63.9	---	---	62.5	---	---
Actual Bonus as % of Base	4	5	31	---	---	32	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	5	274.6	---	---	270.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	274.6	---	---	270.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	344.3	---	---	335.6	---	---
Total Compensation (Incl Perqs)	4	5	352.3	---	---	344.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	5	61.6	---	---	61.0	---	---
Target Bonus as % of Base	4	5	29	---	---	30	---	---
Target Cash Compensation	4	5	272.3	---	---	262.1	---	---
Target Total Direct Compensation (Incl LTI)	4	5	342.0	---	---	339.5	---	---
Target Total Compensation (Incl Perqs)	4	5	350.0	---	---	348.4	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	5	8.0	---	---	8.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	24,215.5	---	---	25,604.9	---	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
0% No	0% No	100% No
100% Yes	100% Yes	0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	11	117.8	---	110.0	116.7	129.1	---
Actual Bonus Amount	5	8	27.6	---	19.6	24.7	37.1	---
Actual Bonus as % of Base	5	8	24	---	18	21	30	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	11	140.8	---	128.7	136.7	157.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	11	144.0	---	128.7	136.7	161.9	---
Actual Total Direct Compensation (Incl LTI)	6	11	158.7	---	134.4	144.6	189.9	---
Total Compensation (Incl Perqs)	6	11	159.9	---	134.5	146.7	191.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	8	18.9	---	12.9	21.8	23.3	---
Target Bonus as % of Base	5	8	16	---	12	17	20	---
Target Cash Compensation	6	11	133.5	---	124.4	135.0	144.1	---
Target Total Direct Compensation (Incl LTI)	6	11	148.2	---	130.9	142.3	172.1	---
Target Total Compensation (Incl Perqs)	6	11	149.4	---	131.0	144.4	173.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	28.6	---	---	31.7	---	---
LTI as % of Base	4	4	21	---	---	22	---	---
Total Perquisite Amount	4	4	1.8	---	---	1.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	11	10,568.8	---	2,987.2	6,317.2	16,028.9	---

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

44% No
56% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	47	153.2	121.5	132.7	155.4	171.3	192.2
Actual Bonus Amount	15	40	44.2	24.0	31.0	43.4	56.9	74.5
Actual Bonus as % of Base	15	40	28	16	23	27	34	42
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	47	190.0	128.5	163.1	189.1	218.6	250.6
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	8	13.5	---	---	14.1	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	47	192.7	129.1	163.1	193.6	226.2	250.6
Actual Total Direct Compensation (Incl LTI)	17	46	233.6	145.5	175.8	231.9	255.9	342.3
Total Compensation (Incl Perqs)	17	46	237.0	151.1	180.5	236.8	261.3	344.1
TARGET COMPENSATION								
Target Bonus Amount	16	41	31.8	19.1	21.8	31.1	36.8	48.9
Target Bonus as % of Base	16	41	20	15	16	20	23	25
Target Cash Compensation	18	47	181.4	138.5	152.7	186.7	202.9	239.1
Target Total Direct Compensation (Incl LTI)	17	46	222.0	146.9	163.9	213.3	243.8	324.6
Target Total Compensation (Incl Perqs)	17	46	225.4	151.1	166.6	215.7	249.1	326.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	33	54.2	9.9	30.0	42.6	57.9	162.0
LTI as % of Base	12	33	31	7	20	25	35	83
Total Perquisite Amount	11	33	5.1	0.9	2.8	5.4	6.9	8.8
SCOPE VARIABLES								
Company Revenue (millions)	18	47	10,512.4	535.6	1,898.0	3,683.1	18,856.2	36,656.9

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
11%	No	24%	No	100%	No
89%	Yes	76%	Yes	0%	Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEO – Business Operations Analysis
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	14	202.0	---	181.9	205.9	219.3	---
Actual Bonus Amount	6	9	61.5	---	41.7	60.3	87.8	---
Actual Bonus as % of Base	6	9	30	---	23	30	40	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	14	248.2	---	221.4	248.7	296.5	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	14	250.3	---	223.8	250.2	298.0	---
Actual Total Direct Compensation (Incl LTI)	8	14	342.2	---	269.5	317.6	414.8	---
Total Compensation (Incl Perqs)	8	14	346.9	---	269.8	320.6	421.3	---
TARGET COMPENSATION								
Target Bonus Amount	7	12	45.7	---	38.5	47.5	62.7	---
Target Bonus as % of Base	7	12	23	---	20	23	30	---
Target Cash Compensation	8	14	242.0	---	218.5	249.9	267.2	---
Target Total Direct Compensation (Incl LTI)	8	14	334.0	---	258.2	310.6	383.5	---
Target Total Compensation (Incl Perqs)	8	14	338.6	---	259.9	310.6	390.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	10	122.6	---	73.8	93.4	164.2	---
LTI as % of Base	6	10	58	---	32	48	76	---
Total Perquisite Amount	5	10	7.5	---	3.1	8.7	11.3	---
SCOPE VARIABLES								
Company Revenue (millions)	8	14	16,164.0	---	3,045.2	13,033.4	30,044.0	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
13% No	25% No	100% No			
88% Yes	75% Yes	0% Yes			

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	47	70.1	62.2	65.4	70.6	74.1	77.2
Actual Bonus Amount	11	43	8.5	3.3	5.2	8.4	9.4	15.8
Actual Bonus as % of Base	11	43	12	5	8	12	14	20
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	47	77.8	67.1	71.9	75.7	83.8	92.2
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	16	16.6	---	---	15.0	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	47	80.4	67.1	72.4	79.3	86.0	101.7
Actual Total Direct Compensation (Incl LTI)	12	47	82.9	67.1	74.9	80.0	88.2	106.2
Total Compensation (Incl Perqs)	12	47	83.8	67.2	75.2	81.0	88.6	107.0
TARGET COMPENSATION								
Target Bonus Amount	11	43	7.5	2.6	6.7	7.4	9.6	10.9
Target Bonus as % of Base	11	43	11	4	10	10	13	15
Target Cash Compensation	12	47	76.9	67.2	72.8	74.3	83.6	87.3
Target Total Direct Compensation (Incl LTI)	12	47	79.4	67.2	73.7	79.5	84.4	91.7
Target Total Compensation (Incl Perqs)	12	47	80.4	67.2	74.7	80.7	84.7	93.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	8	35	1.5	---	0.4	1.4	2.6	---
SCOPE VARIABLES								
Company Revenue (millions)	12	47	10,030.4	687.7	2,036.2	3,780.0	17,790.5	37,813.3

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

65% No
35% Yes

Hourly Rate Eligibility

92% No
8% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	95	83.1	57.6	78.9	82.5	89.1	101.5
Actual Bonus Amount	17	81	10.5	3.4	6.2	9.4	14.3	18.9
Actual Bonus as % of Base	17	81	12	5	8	11	17	21
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	21	95	91.6	59.0	85.1	95.4	102.0	110.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	95	92.7	59.0	85.1	95.4	104.5	111.8
Actual Total Direct Compensation (Incl LTI)	20	94	99.9	71.5	91.3	97.1	110.2	123.9
Total Compensation (Incl Perqs)	20	94	100.7	71.5	91.9	97.6	110.4	124.5
TARGET COMPENSATION								
Target Bonus Amount	17	81	9.4	2.4	7.4	9.8	12.4	13.7
Target Bonus as % of Base	17	81	11	3	9	12	15	16
Target Cash Compensation	20	94	92.5	72.1	87.2	94.4	99.7	109.3
Target Total Direct Compensation (Incl LTI)	20	94	97.9	72.1	92.2	96.7	109.1	114.6
Target Total Compensation (Incl Perqs)	20	94	98.6	72.1	92.4	98.1	109.1	116.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	23	13.2	---	5.8	8.8	13.9	---
LTI as % of Base	9	23	16	---	7	11	16	---
Total Perquisite Amount	10	52	1.5	0.4	0.5	1.8	2.2	2.6
SCOPE VARIABLES								
Company Revenue (millions)	21	95	8,488.0	364.3	1,892.0	3,348.3	8,383.6	31,544.2

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

52% No
48% Yes

Hourly Rate Eligibility

95% No
5% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AEO – Business Operations Analysis
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	125	96.8	75.4	87.1	99.7	107.1	116.1
Actual Bonus Amount	17	99	15.2	8.5	11.4	16.1	19.2	21.2
Actual Bonus as % of Base	17	99	16	9	12	16	19	21
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	22	125	108.5	81.3	97.4	114.4	122.9	124.5
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	15	11.6	---	0.9	5.4	26.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	125	110.6	81.3	101.0	116.5	122.9	131.5
Actual Total Direct Compensation (Incl LTI)	21	124	120.0	89.5	103.0	122.5	135.2	145.2
Total Compensation (Incl Perqs)	21	124	121.8	89.6	103.0	124.0	137.8	145.9
TARGET COMPENSATION								
Target Bonus Amount	19	109	12.1	6.9	9.2	13.0	14.5	16.7
Target Bonus as % of Base	19	109	13	7	10	12	15	20
Target Cash Compensation	22	125	107.0	82.7	98.3	111.1	120.1	123.6
Target Total Direct Compensation (Incl LTI)	21	124	116.3	85.6	103.5	121.4	128.6	135.6
Target Total Compensation (Incl Perqs)	21	124	118.2	87.1	103.5	122.7	130.8	141.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	56	20.0	5.3	9.0	17.0	27.2	48.8
LTI as % of Base	10	56	21	5	9	17	26	64
Total Perquisite Amount	11	75	3.5	0.3	0.4	1.7	3.6	18.5
SCOPE VARIABLES								
Company Revenue (millions)	22	125	10,821.1	1,224.5	2,058.0	3,683.2	18,856.2	37,218.0

Bonus Eligibility

16% No
84% Yes

LTI Eligibility

54% No
46% Yes

Hourly Rate Eligibility

95% No
5% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	144	119.6	98.8	109.4	122.1	129.2	134.1
Actual Bonus Amount	15	136	24.7	13.4	17.1	24.5	30.0	37.2
Actual Bonus as % of Base	15	136	21	12	14	21	26	29
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	144	140.2	112.4	123.6	141.2	155.8	162.4
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	18	9.3	---	3.3	8.1	15.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	144	141.4	112.5	126.8	141.2	156.3	163.7
Actual Total Direct Compensation (Incl LTI)	18	144	157.1	112.5	133.3	162.0	187.4	193.4
Total Compensation (Incl Perqs)	18	144	158.8	113.8	133.3	163.9	190.4	198.1
TARGET COMPENSATION								
Target Bonus Amount	17	140	19.0	9.1	15.2	19.8	22.9	25.9
Target Bonus as % of Base	17	140	16	9	14	16	20	20
Target Cash Compensation	18	144	137.5	109.7	123.8	141.1	149.9	154.6
Target Total Direct Compensation (Incl LTI)	18	144	153.2	117.8	131.2	158.0	173.7	183.9
Target Total Compensation (Incl Perqs)	18	144	154.9	122.7	131.2	160.1	175.3	187.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	70	30.9	12.6	19.4	27.1	40.7	60.0
LTI as % of Base	12	70	26	10	15	22	29	64
Total Perquisite Amount	11	84	2.8	0.6	1.0	2.4	5.0	5.5
SCOPE VARIABLES								
Company Revenue (millions)	18	144	10,489.2	552.8	2,002.2	3,780.0	18,856.2	36,656.9

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
6% No	39% No	100% No			
94% Yes	61% Yes	0% Yes			

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	41	162.0	---	154.3	162.9	168.3	---
Actual Bonus Amount	7	32	42.0	---	31.8	38.8	55.1	---
Actual Bonus as % of Base	7	32	26	---	19	25	32	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	41	198.7	---	178.5	197.4	222.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	41	199.4	---	178.5	197.4	223.1	---
Actual Total Direct Compensation (Incl LTI)	8	41	233.1	---	202.0	235.6	269.7	---
Total Compensation (Incl Perqs)	8	41	235.1	---	203.6	236.3	271.4	---
TARGET COMPENSATION								
Target Bonus Amount	7	32	33.0	---	26.6	33.1	41.9	---
Target Bonus as % of Base	7	32	20	---	17	20	25	---
Target Cash Compensation	8	41	190.9	---	176.9	190.3	206.6	---
Target Total Direct Compensation (Incl LTI)	8	41	224.6	---	200.8	232.2	252.5	---
Target Total Compensation (Incl Perqs)	8	41	226.6	---	202.4	232.9	254.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	30	43.1	---	26.2	39.5	58.2	---
LTI as % of Base	8	30	26	---	17	23	36	---
Total Perquisite Amount	6	28	2.7	---	0.4	1.9	5.4	---
SCOPE VARIABLES								
Company Revenue (millions)	8	41	15,631.3	---	2,532.2	12,402.0	29,956.4	---

Bonus Eligibility

13% No
88% Yes

LTI Eligibility

10% No
90% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	35	224	115.8	87.4	102.2	119.2	127.9	136.4
Actual Bonus Amount	29	200	20.2	11.4	14.4	18.7	26.2	32.9
Actual Bonus as % of Base	29	200	17	10	13	16	21	26
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	35	224	132.5	96.6	119.2	130.4	146.2	171.1
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	38	7.9	0.7	1.7	5.0	11.6	25.4
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	35	224	134.5	96.6	119.9	133.3	146.2	171.7
Actual Total Direct Compensation (Incl LTI)	34	222	147.5	98.3	123.1	143.9	167.1	209.5
Total Compensation (Incl Perqs)	34	222	148.3	98.4	123.7	144.5	168.4	209.8
TARGET COMPENSATION								
Target Bonus Amount	28	171	17.8	10.1	13.1	19.0	22.2	24.8
Target Bonus as % of Base	28	171	15	10	12	15	18	20
Target Cash Compensation	33	190	131.9	99.3	115.5	133.5	146.2	161.5
Target Total Direct Compensation (Incl LTI)	33	190	143.1	99.3	121.1	141.6	159.9	199.3
Target Total Compensation (Incl Perqs)	33	190	143.9	99.4	121.4	142.6	160.8	202.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	121	22.8	8.4	11.3	17.8	24.9	52.7
LTI as % of Base	19	121	19	8	10	14	19	39
Total Perquisite Amount	21	102	1.7	0.3	0.5	1.0	3.1	4.8
SCOPE VARIABLES								
Company Revenue (millions)	35	224	8,247.0	549.7	1,500.0	3,316.2	9,346.0	29,565.6

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

48% No
52% Yes

Hourly Rate Eligibility

98% No
2% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	44	343	148.2	115.6	134.5	147.6	161.9	175.1
Actual Bonus Amount	40	272	34.8	16.2	22.9	34.6	44.2	51.2
Actual Bonus as % of Base	40	272	23	11	17	23	28	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	44	343	179.2	121.8	153.1	185.4	198.7	220.2
Actual Retention Bonus	5	9	16.6	---	12.6	16.2	20.8	---
Total Variable Payments – Excl Actual Bonus	15	73	11.0	0.8	3.5	7.0	17.8	27.0
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	44	343	181.6	121.8	155.1	186.2	204.7	221.3
Actual Total Direct Compensation (Incl LTI)	43	337	213.3	135.1	179.1	209.9	238.3	274.0
Total Compensation (Incl Perqs)	43	337	215.8	135.8	180.3	210.2	240.3	276.4
TARGET COMPENSATION								
Target Bonus Amount	40	314	30.2	16.0	21.2	30.9	35.6	43.0
Target Bonus as % of Base	40	314	20	14	16	20	22	26
Target Cash Compensation	43	337	175.7	125.9	155.9	178.1	198.8	210.1
Target Total Direct Compensation (Incl LTI)	42	333	206.5	135.2	169.1	208.0	233.5	267.2
Target Total Compensation (Incl Perqs)	42	333	209.0	139.5	170.6	208.3	234.5	267.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	30	195	47.3	18.7	23.4	41.7	55.1	119.0
LTI as % of Base	30	195	31	11	16	24	37	70
Total Perquisite Amount	32	182	4.0	0.3	0.8	3.5	6.6	8.7
SCOPE VARIABLES								
Company Revenue (millions)	44	343	7,404.9	474.6	745.3	2,726.5	8,839.2	28,344.9

Bonus Eligibility

9% No
91% Yes

LTI Eligibility

32% No
68% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	177	184.4	133.9	171.4	185.3	202.4	230.7
Actual Bonus Amount	37	156	59.9	24.8	42.8	60.4	69.2	87.7
Actual Bonus as % of Base	37	156	32	17	24	32	38	48
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	39	177	240.1	158.7	215.9	242.3	266.6	300.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	24	14.6	---	3.2	11.7	26.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	177	243.0	158.7	215.9	244.9	280.8	303.8
Actual Total Direct Compensation (Incl LTI)	38	173	305.2	169.0	266.7	299.4	348.9	427.9
Total Compensation (Incl Perqs)	38	173	312.1	169.7	274.6	302.6	355.5	436.7
TARGET COMPENSATION								
Target Bonus Amount	37	148	47.9	24.6	37.4	46.8	54.9	65.9
Target Bonus as % of Base	37	148	26	18	23	25	27	33
Target Cash Compensation	38	154	231.5	159.7	210.2	232.7	255.9	285.1
Target Total Direct Compensation (Incl LTI)	37	150	291.5	166.1	248.5	292.0	332.7	392.9
Target Total Compensation (Incl Perqs)	37	150	298.3	167.6	259.5	299.1	336.6	407.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	28	131	84.9	31.1	46.9	63.3	108.7	167.0
LTI as % of Base	28	131	46	16	26	34	55	88
Total Perquisite Amount	31	131	8.5	1.2	3.2	6.6	11.0	15.9
SCOPE VARIABLES								
Company Revenue (millions)	39	177	9,059.1	518.0	1,300.0	3,539.0	13,638.0	31,567.8

Bonus Eligibility

3% No
97% Yes

LTI Eligibility

25% No
75% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	32	199.1	142.2	169.8	204.9	216.3	260.7
Actual Bonus Amount	11	30	68.2	38.1	42.0	65.7	78.0	125.4
Actual Bonus as % of Base	11	30	33	19	25	34	41	47
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	32	261.6	171.7	210.8	274.7	287.4	376.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	32	261.6	171.7	210.8	274.7	287.4	376.0
Actual Total Direct Compensation (Incl LTI)	10	27	395.9	217.9	318.4	398.1	481.4	559.2
Total Compensation (Incl Perqs)	10	27	403.3	218.4	331.1	398.1	488.6	571.5
TARGET COMPENSATION								
Target Bonus Amount	10	29	64.1	34.6	48.7	53.7	67.0	140.6
Target Bonus as % of Base	10	29	32	21	25	29	31	67
Target Cash Compensation	11	31	255.7	166.8	199.3	260.6	281.4	360.8
Target Total Direct Compensation (Incl LTI)	9	26	380.5	---	294.4	426.1	472.1	---
Target Total Compensation (Incl Perqs)	9	26	388.2	---	304.4	426.1	481.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	23	133.6	---	74.7	144.7	189.6	---
LTI as % of Base	9	23	65	---	37	66	90	---
Total Perquisite Amount	7	20	10.5	---	4.5	12.1	15.5	---
SCOPE VARIABLES								
Company Revenue (millions)	12	32	12,874.3	722.0	1,536.9	7,592.5	19,447.2	37,813.3

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

8% No
92% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	276	69.1	56.4	61.6	69.0	77.8	82.1
Actual Bonus Amount	26	243	7.2	2.7	4.8	6.2	9.3	12.1
Actual Bonus as % of Base	26	243	10	4	7	9	14	19
Hourly Rate	4	30	35	---	---	36	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	31	276	75.1	64.4	66.7	76.8	80.2	90.8
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	81	9.4	---	0.5	4.2	17.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	276	76.4	64.4	66.9	76.9	81.2	94.7
Actual Total Direct Compensation (Incl LTI)	30	274	80.6	69.8	72.1	78.5	83.5	103.8
Total Compensation (Incl Perqs)	30	274	81.6	70.4	72.3	79.9	85.3	104.3
TARGET COMPENSATION								
Target Bonus Amount	24	224	7.2	2.8	6.1	7.2	8.2	10.6
Target Bonus as % of Base	24	224	10	5	10	10	12	15
Target Cash Compensation	29	253	76.3	66.5	68.0	77.1	81.6	91.4
Target Total Direct Compensation (Incl LTI)	29	253	79.3	70.1	73.0	78.2	84.8	93.6
Target Total Compensation (Incl Perqs)	29	253	80.4	71.2	74.1	78.3	85.4	95.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	75	8.3	3.1	4.5	5.8	8.7	22.5
LTI as % of Base	13	75	13	5	6	10	14	38
Total Perquisite Amount	22	180	1.7	0.3	0.5	1.0	2.2	4.7
SCOPE VARIABLES								
Company Revenue (millions)	31	276	9,724.9	324.2	1,228.0	4,018.0	18,594.3	35,298.4

Bonus Eligibility

16% No
84% Yes

LTI Eligibility

55% No
45% Yes

Hourly Rate Eligibility

87% No
13% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	41	720	79.7	66.1	72.6	78.0	86.0	96.2
Actual Bonus Amount	35	614	9.6	4.2	6.6	8.7	13.3	16.5
Actual Bonus as % of Base	35	614	12	6	8	11	17	20
Hourly Rate	5	42	41	---	36	41	45	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	41	720	87.9	73.8	77.6	86.1	96.0	103.6
Actual Retention Bonus	4	16	16.4	---	---	19.2	---	---
Total Variable Payments – Excl Actual Bonus	17	96	9.4	0.5	1.5	6.6	15.7	27.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	41	720	89.6	74.0	78.7	86.3	96.0	108.9
Actual Total Direct Compensation (Incl LTI)	40	714	93.9	74.9	81.0	91.3	99.0	121.2
Total Compensation (Incl Perqs)	40	714	94.7	75.0	81.7	91.3	101.1	123.9
TARGET COMPENSATION								
Target Bonus Amount	35	491	8.8	4.4	7.1	8.0	10.2	13.5
Target Bonus as % of Base	35	491	11	6	9	10	13	15
Target Cash Compensation	40	586	87.2	72.1	78.9	86.1	95.1	103.4
Target Total Direct Compensation (Incl LTI)	39	585	91.6	74.7	82.2	90.0	99.3	109.1
Target Total Compensation (Incl Perqs)	39	585	92.5	74.7	83.1	90.5	99.7	112.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	309	9.3	3.4	4.9	6.5	9.9	28.7
LTI as % of Base	18	309	12	4	6	8	12	37
Total Perquisite Amount	27	304	1.4	0.3	0.5	1.0	2.2	3.8
SCOPE VARIABLES								
Company Revenue (millions)	41	720	8,676.7	471.4	869.8	3,348.3	11,911.5	30,278.7

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

51% No
49% Yes

Hourly Rate Eligibility

89% No
11% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	46	986	97.2	82.6	89.7	95.1	102.5	120.4
Actual Bonus Amount	39	838	12.9	6.3	8.1	11.2	16.5	22.7
Actual Bonus as % of Base	39	838	13	6	8	12	16	24
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	46	986	108.0	88.0	99.1	106.9	117.5	131.3
Actual Retention Bonus	4	14	16.3	---	---	16.5	---	---
Total Variable Payments – Excl Actual Bonus	15	118	8.5	0.7	1.2	7.2	11.9	23.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	46	986	109.6	89.5	100.8	108.2	119.0	132.7
Actual Total Direct Compensation (Incl LTI)	44	984	117.5	90.3	102.6	116.0	131.6	149.4
Total Compensation (Incl Perqs)	44	984	118.3	91.5	102.9	116.2	133.9	151.4
TARGET COMPENSATION								
Target Bonus Amount	38	768	12.5	6.5	9.3	11.2	14.9	19.0
Target Bonus as % of Base	38	768	13	7	10	12	15	16
Target Cash Compensation	44	875	109.0	90.6	99.5	105.4	117.6	133.5
Target Total Direct Compensation (Incl LTI)	43	874	115.6	91.0	100.8	116.5	128.3	144.5
Target Total Compensation (Incl Perqs)	43	874	116.5	92.5	101.2	117.0	128.7	146.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	23	411	16.6	5.0	8.4	13.5	22.5	36.2
LTI as % of Base	23	411	17	5	9	14	21	37
Total Perquisite Amount	29	379	1.6	0.3	0.5	1.0	2.3	3.8
SCOPE VARIABLES								
Company Revenue (millions)	46	986	8,038.3	560.1	1,156.9	3,360.1	9,555.7	27,055.7

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

46% No
54% Yes

Hourly Rate Eligibility

95% No
5% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	38	787	121.3	104.6	110.7	120.0	130.5	146.5
Actual Bonus Amount	35	694	19.9	8.8	13.6	18.7	26.7	30.9
Actual Bonus as % of Base	35	694	17	7	12	16	21	26
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	38	787	138.9	113.0	127.7	136.6	149.3	159.8
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	68	9.8	0.7	1.7	5.3	15.8	29.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	38	787	141.0	113.1	127.7	141.7	151.5	160.1
Actual Total Direct Compensation (Incl LTI)	38	787	153.4	122.0	132.9	153.3	172.0	191.2
Total Compensation (Incl Perqs)	38	787	154.8	122.0	132.9	153.3	173.2	196.2
TARGET COMPENSATION								
Target Bonus Amount	35	676	18.9	11.8	14.8	18.5	20.8	28.0
Target Bonus as % of Base	35	676	16	10	13	15	20	20
Target Cash Compensation	37	732	139.1	118.3	129.9	138.6	150.0	160.1
Target Total Direct Compensation (Incl LTI)	37	732	151.4	124.5	133.2	150.9	169.1	180.0
Target Total Compensation (Incl Perqs)	37	732	152.9	124.5	133.7	151.8	170.4	185.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	24	340	24.6	9.7	11.4	18.4	35.3	51.2
LTI as % of Base	24	340	20	8	10	14	26	37
Total Perquisite Amount	25	279	2.4	0.3	0.8	1.3	4.4	5.3
SCOPE VARIABLES								
Company Revenue (millions)	38	787	9,206.8	567.3	1,291.4	4,114.8	14,877.1	29,309.6

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

39% No
61% Yes

Hourly Rate Eligibility

99% No
1% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	136	147.1	112.8	129.8	147.0	164.5	173.0
Actual Bonus Amount	18	130	31.1	12.7	20.4	32.7	39.3	47.7
Actual Bonus as % of Base	18	130	21	10	14	22	27	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	19	136	176.6	129.9	158.9	185.2	191.2	215.8
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	21	19.8	---	6.3	23.9	28.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	136	181.8	129.9	163.5	186.3	193.4	239.3
Actual Total Direct Compensation (Incl LTI)	19	136	202.6	148.7	177.4	208.6	243.2	253.6
Total Compensation (Incl Perqs)	19	136	204.3	148.7	177.4	210.6	247.7	256.0
TARGET COMPENSATION								
Target Bonus Amount	17	107	27.7	17.5	22.9	28.7	33.0	38.9
Target Bonus as % of Base	17	107	19	13	16	20	21	25
Target Cash Compensation	18	113	174.5	130.5	161.6	176.7	194.5	211.2
Target Total Direct Compensation (Incl LTI)	18	113	194.8	150.2	175.7	199.7	215.1	224.7
Target Total Compensation (Incl Perqs)	18	113	196.7	150.2	177.8	201.6	218.0	226.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	95	35.5	19.7	22.3	28.3	44.0	72.8
LTI as % of Base	13	95	25	14	15	22	27	59
Total Perquisite Amount	13	77	2.7	0.3	0.4	2.7	4.8	5.8
SCOPE VARIABLES								
Company Revenue (millions)	19	136	12,056.6	575.0	2,830.0	9,294.8	19,642.0	31,567.8

Bonus Eligibility

5% No
95% Yes

LTI Eligibility

24% No
76% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	10	191.2	---	---	194.3	---	---
Actual Bonus Amount	4	10	69.8	---	---	69.8	---	---
Actual Bonus as % of Base	4	10	36	---	---	36	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	10	261.0	---	---	264.1	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	10	261.9	---	---	264.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	10	317.2	---	---	303.4	---	---
Total Compensation (Incl Perqs)	4	10	327.4	---	---	319.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	10	49.7	---	---	51.6	---	---
Target Bonus as % of Base	4	10	26	---	---	27	---	---
Target Cash Compensation	4	10	240.9	---	---	245.9	---	---
Target Total Direct Compensation (Incl LTI)	4	10	296.2	---	---	288.3	---	---
Target Total Compensation (Incl Perqs)	4	10	306.3	---	---	300.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	9	57.4	---	---	56.6	---	---
LTI as % of Base	4	9	30	---	---	30	---	---
Total Perquisite Amount	4	10	10.1	---	---	10.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	10	17,672.4	---	---	14,913.5	---	---

Bonus Eligibility

0% No
100% Yes

LTI Eligibility

0% No
100% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	93	46.7	36.1	43.4	45.8	52.5	55.1
Actual Bonus Amount	9	73	3.4	---	1.8	2.5	5.1	---
Actual Bonus as % of Base	9	73	7	---	4	6	9	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	93	49.2	36.5	44.3	47.8	55.9	60.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	93	50.9	36.5	44.3	47.8	59.0	67.6
Actual Total Direct Compensation (Incl LTI)	12	93	53.1	36.5	44.3	52.6	59.0	75.9
Total Compensation (Incl Perqs)	12	93	53.6	36.5	44.4	52.9	61.1	77.2
TARGET COMPENSATION								
Target Bonus Amount	8	27	3.4	---	2.2	3.4	4.7	---
Target Bonus as % of Base	8	27	7	---	5	7	9	---
Target Cash Compensation	11	42	49.3	35.6	43.9	47.4	56.4	60.2
Target Total Direct Compensation (Incl LTI)	11	42	51.5	35.6	43.9	55.8	59.2	62.0
Target Total Compensation (Incl Perqs)	11	42	52.0	35.6	43.9	56.3	61.0	63.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	59	6.6	---	---	6.1	---	---
LTI as % of Base	4	59	14	---	---	13	---	---
Total Perquisite Amount	6	24	1.0	---	0.3	0.5	1.9	---
SCOPE VARIABLES								
Company Revenue (millions)	12	93	6,824.1	66.6	1,324.3	3,157.0	4,961.9	32,007.6

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

67% No
33% Yes

Hourly Rate Eligibility

83% No
17% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	33	316	58.8	51.2	54.3	58.6	63.0	69.5
Actual Bonus Amount	25	224	4.7	2.0	3.0	4.2	6.8	7.8
Actual Bonus as % of Base	25	224	8	4	6	7	12	13
Hourly Rate	8	94	30	---	27	31	33	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	33	316	62.3	55.2	57.0	61.9	68.5	72.6
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	43	8.0	---	2.2	6.6	12.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	33	316	63.7	55.2	57.2	62.7	69.2	74.9
Actual Total Direct Compensation (Incl LTI)	33	316	66.3	55.2	58.5	62.9	70.9	81.7
Total Compensation (Incl Perqs)	33	316	67.1	55.7	59.2	63.4	72.4	84.1
TARGET COMPENSATION								
Target Bonus Amount	23	202	4.5	2.1	3.4	4.7	5.5	6.8
Target Bonus as % of Base	23	202	8	4	6	8	10	11
Target Cash Compensation	31	287	62.2	55.0	56.8	63.1	69.1	71.5
Target Total Direct Compensation (Incl LTI)	31	287	64.9	55.0	57.9	64.4	70.6	74.9
Target Total Compensation (Incl Perqs)	31	287	65.8	55.1	58.2	64.5	71.3	75.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	68	9.7	2.1	3.0	4.6	9.2	46.1
LTI as % of Base	10	68	17	5	5	7	16	76
Total Perquisite Amount	19	131	1.4	0.3	0.3	1.0	2.2	3.5
SCOPE VARIABLES								
Company Revenue (millions)	33	316	8,580.0	255.3	876.3	3,539.0	11,492.0	31,787.4

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
24%	No	66%	No	78%	No
76%	Yes	34%	Yes	22%	Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics
All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson Confidential – for the internal use of survey participants only This report and any data it contains may only be used by participants to support their internal human resources and management organizations Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	36	286	68.8	57.6	62.5	68.8	73.9	82.8
Actual Bonus Amount	30	240	6.1	2.8	3.4	6.0	6.9	11.3
Actual Bonus as % of Base	30	240	9	4	6	9	11	18
Hourly Rate	8	63	34	---	30	31	37	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	36	286	73.6	61.3	67.0	72.2	78.2	91.1
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	29	9.9	0.3	1.5	8.9	17.6	28.0
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	286	74.9	62.3	68.2	73.4	78.4	92.2
Actual Total Direct Compensation (Incl LTI)	36	286	77.4	65.2	69.2	74.6	83.9	99.4
Total Compensation (Incl Perqs)	36	286	78.1	65.3	69.7	74.7	83.9	101.9
TARGET COMPENSATION								
Target Bonus Amount	29	214	5.7	2.2	3.7	5.4	7.1	9.4
Target Bonus as % of Base	29	214	8	4	6	8	10	15
Target Cash Compensation	35	255	73.5	61.5	66.4	72.4	78.8	89.0
Target Total Direct Compensation (Incl LTI)	35	255	75.9	64.0	68.4	74.4	84.8	93.2
Target Total Compensation (Incl Perqs)	35	255	76.6	64.2	69.5	74.8	84.8	94.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	78	8.0	2.8	3.6	5.1	8.1	24.0
LTI as % of Base	13	78	12	4	5	8	13	39
Total Perquisite Amount	22	108	1.4	0.3	0.4	0.8	2.0	3.4
SCOPE VARIABLES								
Company Revenue (millions)	36	286	8,876.6	267.4	1,237.4	3,388.0	12,565.0	32,966.8

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
19% No	68% No	78% No			
81% Yes	32% Yes	22% Yes			

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	90	81.5	62.7	71.7	79.9	89.4	107.4
Actual Bonus Amount	18	75	9.7	3.7	5.1	8.9	13.1	18.0
Actual Bonus as % of Base	18	75	12	5	7	10	16	22
Hourly Rate	4	4	40	---	---	38	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	22	90	89.4	68.0	77.3	88.6	101.5	110.1
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	11	8.7	---	0.4	9.2	9.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	90	90.7	68.0	77.3	89.3	102.5	117.2
Actual Total Direct Compensation (Incl LTI)	22	90	95.3	68.8	80.8	92.1	111.9	128.3
Total Compensation (Incl Perqs)	22	90	96.8	69.3	81.3	93.4	114.2	132.4
TARGET COMPENSATION								
Target Bonus Amount	17	60	8.1	3.8	4.7	8.2	10.0	13.6
Target Bonus as % of Base	17	60	10	5	7	10	13	15
Target Cash Compensation	21	75	88.5	66.2	75.4	86.7	99.1	110.4
Target Total Direct Compensation (Incl LTI)	21	75	93.1	66.4	80.5	91.1	107.4	114.9
Target Total Compensation (Incl Perqs)	21	75	94.6	68.2	81.4	93.3	109.2	119.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	48	11.9	5.5	5.8	6.9	12.9	39.8
LTI as % of Base	10	48	16	7	7	9	16	62
Total Perquisite Amount	15	45	2.2	0.3	0.5	2.0	3.3	5.6
SCOPE VARIABLES								
Company Revenue (millions)	22	90	8,677.0	549.0	1,291.4	3,117.7	11,686.9	30,815.1

Bonus Eligibility

18% No
82% Yes

LTI Eligibility

51% No
49% Yes

Hourly Rate Eligibility

82% No
18% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	25	108.4	---	92.9	106.3	120.5	---
Actual Bonus Amount	6	21	19.6	---	10.0	15.5	30.9	---
Actual Bonus as % of Base	6	21	17	---	10	16	24	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	25	124.4	---	98.8	114.1	147.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	25	124.4	---	98.8	114.1	147.6	---
Actual Total Direct Compensation (Incl LTI)	6	23	136.6	---	104.9	122.3	167.8	---
Total Compensation (Incl Perqs)	6	23	137.9	---	105.2	126.2	167.8	---
TARGET COMPENSATION								
Target Bonus Amount	6	23	16.0	---	8.3	13.7	25.5	---
Target Bonus as % of Base	6	23	14	---	8	14	20	---
Target Cash Compensation	6	23	126.9	---	98.8	123.8	153.1	---
Target Total Direct Compensation (Incl LTI)	6	23	134.9	---	98.8	129.1	162.4	---
Target Total Compensation (Incl Perqs)	6	23	136.3	---	99.0	133.0	162.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	25	12,498.4	---	1,904.0	3,348.3	25,122.0	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No	100% Yes	50% No	50% Yes	100% No	0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	10	148.9	---	124.1	155.9	169.4	---
Actual Bonus Amount	6	10	37.3	---	15.6	41.1	52.9	---
Actual Bonus as % of Base	6	10	24	---	13	26	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	10	186.2	---	139.8	197.1	225.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	10	190.8	---	139.8	197.1	236.4	---
Actual Total Direct Compensation (Incl LTI)	6	10	215.4	---	139.8	241.0	261.4	---
Total Compensation (Incl Perqs)	6	10	216.2	---	139.8	241.2	264.8	---
TARGET COMPENSATION								
Target Bonus Amount	6	10	29.5	---	17.7	31.2	39.3	---
Target Bonus as % of Base	6	10	19	---	15	20	23	---
Target Cash Compensation	6	10	178.4	---	141.8	187.1	210.4	---
Target Total Direct Compensation (Incl LTI)	6	10	203.1	---	141.8	211.3	252.0	---
Target Total Compensation (Incl Perqs)	6	10	203.9	---	141.8	213.8	252.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	10	17,095.1	---	3,898.3	11,478.0	33,798.4	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No		33% No		100% No	
100% Yes		67% Yes		0% Yes	

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	17	72.1	---	66.4	70.8	76.0	---
Actual Bonus Amount	6	17	9.8	---	5.6	10.1	14.0	---
Actual Bonus as % of Base	6	17	13	---	9	13	19	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	17	81.9	---	71.8	82.9	89.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	17	82.6	---	71.8	85.1	89.0	---
Actual Total Direct Compensation (Incl LTI)	6	17	84.0	---	71.8	86.5	92.9	---
Total Compensation (Incl Perqs)	6	17	84.5	---	72.1	86.7	94.6	---
TARGET COMPENSATION								
Target Bonus Amount	6	17	8.2	---	6.4	8.9	10.7	---
Target Bonus as % of Base	6	17	11	---	8	13	15	---
Target Cash Compensation	6	17	80.3	---	72.6	80.7	86.3	---
Target Total Direct Compensation (Incl LTI)	6	17	81.7	---	72.6	82.8	89.3	---
Target Total Compensation (Incl Perqs)	6	17	82.2	---	72.9	83.0	90.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	6	0.8	---	---	0.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	17	15,566.6	---	1,898.0	12,001.8	28,964.0	---

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
33% No
67% Yes

Hourly Rate Eligibility
83% No
17% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	58	76.3	---	69.4	80.3	84.4	---
Actual Bonus Amount	7	58	8.9	---	6.1	8.0	12.2	---
Actual Bonus as % of Base	7	58	12	---	9	10	15	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	58	85.2	---	75.5	84.3	92.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	58	85.2	---	75.5	84.3	92.8	---
Actual Total Direct Compensation (Incl LTI)	7	58	85.9	---	75.5	84.7	92.8	---
Total Compensation (Incl Perqs)	7	58	86.0	---	75.5	85.0	93.3	---
TARGET COMPENSATION								
Target Bonus Amount	7	58	8.4	---	4.2	9.6	12.7	---
Target Bonus as % of Base	7	58	11	---	6	12	15	---
Target Cash Compensation	7	58	84.7	---	73.6	85.9	97.1	---
Target Total Direct Compensation (Incl LTI)	7	58	85.4	---	73.6	86.6	97.1	---
Target Total Compensation (Incl Perqs)	7	58	85.5	---	73.6	86.9	97.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	58	15,063.0	---	2,350.5	13,638.0	25,122.0	---

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
86% No
14% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AFC – Credit and Collections

Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	17	101.3	---	96.0	101.9	111.5	---
Actual Bonus Amount	8	17	15.6	---	9.0	13.9	21.5	---
Actual Bonus as % of Base	8	17	15	---	9	16	20	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	17	116.9	---	104.3	116.0	131.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	17	118.1	---	104.3	116.0	139.0	---
Actual Total Direct Compensation (Incl LTI)	8	17	133.8	---	104.9	142.5	152.5	---
Total Compensation (Incl Perqs)	8	17	134.3	---	104.9	142.7	153.0	---
TARGET COMPENSATION								
Target Bonus Amount	8	17	13.7	---	8.3	13.8	19.1	---
Target Bonus as % of Base	8	17	13	---	10	14	17	---
Target Cash Compensation	8	17	115.0	---	104.0	119.6	129.4	---
Target Total Direct Compensation (Incl LTI)	8	17	130.7	---	104.0	133.2	152.5	---
Target Total Compensation (Incl Perqs)	8	17	131.2	---	104.0	133.7	152.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	5	0.9	---	---	0.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	17	16,697.2	---	4,103.9	16,116.1	28,586.4	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No		29% No		88% No	
100% Yes		71% Yes		13% Yes	

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	10	126.3	---	115.9	121.1	139.5	---
Actual Bonus Amount	5	10	31.7	---	20.7	29.0	44.1	---
Actual Bonus as % of Base	5	10	24	---	17	24	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	10	158.1	---	137.6	148.1	183.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	10	158.1	---	137.6	148.1	183.5	---
Actual Total Direct Compensation (Incl LTI)	5	10	180.4	---	137.6	159.0	233.9	---
Total Compensation (Incl Perqs)	5	10	181.0	---	137.8	159.0	235.2	---
TARGET COMPENSATION								
Target Bonus Amount	5	10	22.5	---	16.5	23.8	27.9	---
Target Bonus as % of Base	5	10	18	---	14	20	20	---
Target Cash Compensation	5	10	148.9	---	133.4	142.9	167.3	---
Target Total Direct Compensation (Incl LTI)	5	10	171.2	---	133.4	153.8	217.7	---
Target Total Compensation (Incl Perqs)	5	10	171.8	---	133.6	153.8	219.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	10	19,389.2	---	2,623.0	19,642.0	36,028.9	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No	100% Yes	40% No	60% Yes	100% No	0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AFC – Credit and Collections
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	399	58.2	---	---	56.8	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	399	61.8	---	---	59.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	399	61.8	---	---	59.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	399	61.8	---	---	59.5	---	---
Total Compensation (Incl Perqs)	4	399	63.0	---	---	60.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	399	61.5	---	---	59.5	---	---
Target Total Direct Compensation (Incl LTI)	4	399	61.5	---	---	59.5	---	---
Target Total Compensation (Incl Perqs)	4	399	62.6	---	---	60.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	399	14,167.6	---	---	8,493.1	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

--- No
--- Yes

Hourly Rate Eligibility

75% No
25% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	14	62.7	---	---	62.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	14	67.1	---	---	66.4	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	14	67.1	---	---	66.4	---	---
Actual Total Direct Compensation (Incl LTI)	4	14	67.1	---	---	66.4	---	---
Total Compensation (Incl Perqs)	4	14	67.2	---	---	66.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	14	66.9	---	---	66.9	---	---
Target Total Direct Compensation (Incl LTI)	4	14	66.9	---	---	66.9	---	---
Target Total Compensation (Incl Perqs)	4	14	67.0	---	---	67.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	14	17,486.8	---	---	14,330.5	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
25%	No	75%	No	75%	No
75%	Yes	25%	Yes	25%	Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AFC – Credit and Collections

Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	7	74.0	---	---	69.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	7	81.2	---	---	73.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	7	81.4	---	---	73.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	7	81.4	---	---	73.8	---	---
Total Compensation (Incl Perqs)	4	7	82.7	---	---	74.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	7	78.8	---	---	72.7	---	---
Target Total Direct Compensation (Incl LTI)	4	7	78.8	---	---	72.7	---	---
Target Total Compensation (Incl Perqs)	4	7	80.1	---	---	72.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	7	9,763.5	---	---	2,791.0	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

75% No
25% Yes

Hourly Rate Eligibility

50% No
50% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	83	118.8	82.5	100.1	120.8	134.9	144.7
Actual Bonus Amount	15	76	23.4	14.1	17.0	25.0	26.8	31.9
Actual Bonus as % of Base	15	76	19	12	18	19	22	26
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	83	138.3	90.7	116.6	138.5	159.0	171.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	7	8.7	---	4.5	9.8	12.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	83	140.1	90.7	122.4	140.5	160.2	172.2
Actual Total Direct Compensation (Incl LTI)	18	83	151.5	90.7	130.1	158.9	174.4	194.4
Total Compensation (Incl Perqs)	18	83	152.5	90.8	130.8	160.2	176.5	194.4
TARGET COMPENSATION								
Target Bonus Amount	14	69	20.8	10.8	16.3	21.9	25.8	29.6
Target Bonus as % of Base	14	69	17	10	15	18	20	20
Target Cash Compensation	17	76	135.8	89.0	106.5	139.2	160.1	176.0
Target Total Direct Compensation (Incl LTI)	17	76	145.7	89.0	119.3	142.6	179.3	193.7
Target Total Compensation (Incl Perqs)	17	76	146.7	89.3	119.9	143.1	179.3	194.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	50	23.5	6.8	13.4	23.1	32.3	46.8
LTI as % of Base	10	50	19	6	11	15	25	53
Total Perquisite Amount	11	48	1.6	0.3	0.3	0.5	2.0	6.8
SCOPE VARIABLES								
Company Revenue (millions)	18	83	9,452.5	1,378.8	2,575.5	3,780.0	10,320.1	37,925.9

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

50% No
50% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	41	243	153.9	119.1	134.1	156.0	167.2	187.9
Actual Bonus Amount	36	188	35.9	17.0	23.7	37.5	46.0	60.3
Actual Bonus as % of Base	36	188	23	12	17	24	28	32
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	41	243	185.4	125.5	149.3	186.7	210.8	236.5
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	26	11.0	0.8	2.9	11.5	16.5	21.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	41	243	187.5	125.5	150.5	187.2	221.4	236.5
Actual Total Direct Compensation (Incl LTI)	40	241	217.1	127.7	160.6	217.0	264.1	302.8
Total Compensation (Incl Perqs)	40	241	219.8	127.7	161.0	220.4	266.7	310.3
TARGET COMPENSATION								
Target Bonus Amount	38	210	31.6	15.8	21.4	31.0	37.5	49.6
Target Bonus as % of Base	38	210	20	15	15	20	23	25
Target Cash Compensation	41	242	183.5	129.4	151.4	185.4	203.4	237.4
Target Total Direct Compensation (Incl LTI)	40	241	212.6	129.0	161.3	209.5	260.1	294.3
Target Total Compensation (Incl Perqs)	40	241	215.4	135.3	161.7	211.8	265.3	301.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	26	140	46.7	17.2	25.7	45.5	59.4	82.3
LTI as % of Base	26	140	27	11	16	22	35	51
Total Perquisite Amount	27	157	4.1	0.5	1.3	3.6	6.9	9.1
SCOPE VARIABLES								
Company Revenue (millions)	41	243	7,793.8	487.5	1,085.8	2,700.0	8,383.6	30,278.7

Bonus Eligibility

7% No
93% Yes

LTI Eligibility

34% No
66% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	30	192	179.5	134.7	154.1	182.2	201.8	220.9
Actual Bonus Amount	26	170	53.9	12.7	36.2	53.2	70.1	90.5
Actual Bonus as % of Base	26	170	29	10	21	31	36	44
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	30	192	226.1	152.6	164.0	233.5	258.7	299.7
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	27	17.8	---	7.7	17.4	26.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	30	192	229.7	153.2	164.0	233.5	268.8	309.7
Actual Total Direct Compensation (Incl LTI)	29	183	302.8	157.1	198.9	301.1	359.2	455.1
Total Compensation (Incl Perqs)	29	183	310.2	158.4	204.3	312.5	366.5	469.9
TARGET COMPENSATION								
Target Bonus Amount	27	169	43.0	18.9	28.8	42.4	53.2	66.7
Target Bonus as % of Base	27	169	24	14	20	25	27	33
Target Cash Compensation	29	184	219.1	154.0	179.4	224.4	252.1	288.0
Target Total Direct Compensation (Incl LTI)	28	175	287.8	152.6	199.0	277.7	341.2	426.5
Target Total Compensation (Incl Perqs)	28	175	295.3	153.2	201.4	287.7	346.6	441.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	108	103.5	19.9	51.1	72.4	132.6	177.7
LTI as % of Base	21	108	56	13	29	38	66	93
Total Perquisite Amount	23	124	9.7	1.6	5.0	8.4	11.5	16.5
SCOPE VARIABLES								
Company Revenue (millions)	30	192	10,499.9	749.9	2,554.9	4,662.3	18,661.5	31,316.9

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
10% No		32% No		100% No	
90% Yes		68% Yes		0% Yes	

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	51	220.0	168.0	189.2	212.0	243.0	287.0
Actual Bonus Amount	16	46	80.1	39.3	50.6	80.9	104.5	130.4
Actual Bonus as % of Base	16	46	34	22	26	33	43	49
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	19	51	287.5	174.2	227.8	277.2	349.4	399.1
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	13	35.1	---	7.8	20.0	85.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	51	295.8	174.2	228.1	284.8	376.7	403.6
Actual Total Direct Compensation (Incl LTI)	17	49	399.7	201.0	290.0	433.1	481.0	573.1
Total Compensation (Incl Perqs)	17	49	410.4	202.7	297.7	440.5	501.9	585.7
TARGET COMPENSATION								
Target Bonus Amount	17	47	61.0	29.7	46.8	59.4	79.3	88.3
Target Bonus as % of Base	17	47	27	18	25	25	30	36
Target Cash Compensation	18	48	278.8	186.0	234.7	268.2	340.9	366.7
Target Total Direct Compensation (Incl LTI)	16	46	375.7	197.5	263.7	401.7	469.5	526.3
Target Total Compensation (Incl Perqs)	16	46	386.6	200.2	267.2	409.5	484.1	539.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	35	139.2	30.1	86.8	141.2	194.9	246.3
LTI as % of Base	12	35	60	13	36	59	88	100
Total Perquisite Amount	15	43	12.2	2.1	7.4	12.1	17.7	24.2
SCOPE VARIABLES								
Company Revenue (millions)	19	51	9,453.6	943.6	2,043.0	4,963.0	18,594.3	31,567.8

Bonus Eligibility

5% No
95% Yes

LTI Eligibility

23% No
77% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	27	137	68.1	58.0	63.1	65.7	71.4	83.5
Actual Bonus Amount	22	108	7.3	3.1	4.4	6.6	9.3	13.0
Actual Bonus as % of Base	22	108	11	5	7	10	13	18
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	27	137	74.1	60.3	67.4	72.2	81.0	89.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	27	137	74.3	60.3	67.4	72.2	81.0	89.2
Actual Total Direct Compensation (Incl LTI)	26	136	78.4	60.9	69.9	74.6	82.2	97.9
Total Compensation (Incl Perqs)	26	136	79.3	61.7	70.4	75.7	82.6	100.1
TARGET COMPENSATION								
Target Bonus Amount	20	106	6.9	2.7	6.1	6.7	8.1	10.5
Target Bonus as % of Base	20	106	10	5	9	10	12	15
Target Cash Compensation	25	135	74.2	59.9	68.6	73.5	80.1	89.0
Target Total Direct Compensation (Incl LTI)	25	135	77.9	59.9	70.4	74.5	82.2	94.9
Target Total Compensation (Incl Perqs)	25	135	78.8	60.7	71.6	75.1	82.4	96.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	17	13.4	2.7	3.0	4.6	9.3	79.8
LTI as % of Base	10	17	19	4	5	7	13	114
Total Perquisite Amount	16	97	2.5	0.3	0.5	1.1	2.2	8.8
SCOPE VARIABLES								
Company Revenue (millions)	27	137	9,385.0	277.1	1,265.7	2,623.0	18,863.0	36,513.0

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
19%	No	62%	No	98%	No
81%	Yes	38%	Yes	2%	Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	35	336	80.4	73.4	75.0	78.4	85.0	94.7
Actual Bonus Amount	29	291	9.8	5.4	6.9	8.7	13.0	17.7
Actual Bonus as % of Base	29	291	12	7	9	11	16	20
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	35	336	88.5	78.4	81.1	86.5	95.0	104.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	23	6.8	---	0.5	1.6	6.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	35	336	89.7	78.4	81.2	86.5	95.3	109.5
Actual Total Direct Compensation (Incl LTI)	34	334	93.9	78.6	83.1	89.7	98.6	110.8
Total Compensation (Incl Perqs)	34	334	94.6	80.4	83.3	90.3	99.5	112.1
TARGET COMPENSATION								
Target Bonus Amount	28	279	8.9	5.4	7.2	8.6	10.0	13.3
Target Bonus as % of Base	28	279	11	7	9	10	13	15
Target Cash Compensation	34	323	87.9	78.5	81.8	85.3	93.5	103.0
Target Total Direct Compensation (Incl LTI)	33	322	91.9	78.6	83.5	88.4	98.7	106.6
Target Total Compensation (Incl Perqs)	33	322	92.7	79.6	83.7	89.4	100.3	107.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	82	10.4	3.3	4.8	7.0	9.6	34.9
LTI as % of Base	13	82	13	4	6	9	12	46
Total Perquisite Amount	21	152	1.6	0.3	0.5	1.0	2.2	4.4
SCOPE VARIABLES								
Company Revenue (millions)	35	336	9,088.5	549.7	1,904.0	4,018.0	10,185.0	33,074.5

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
16%	No	58%	No	94%	No
84%	Yes	42%	Yes	6%	Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	44	667	99.7	83.3	90.9	97.4	105.8	124.9
Actual Bonus Amount	37	560	13.9	6.9	9.9	11.8	16.8	23.5
Actual Bonus as % of Base	37	560	14	7	10	13	18	22
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	44	667	111.3	87.4	100.3	108.6	120.6	136.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	86	6.2	0.6	0.8	4.1	9.0	22.4
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	44	667	112.3	87.4	100.9	109.0	120.8	137.7
Actual Total Direct Compensation (Incl LTI)	42	654	120.2	95.2	106.1	114.1	128.8	158.2
Total Compensation (Incl Perqs)	42	654	121.2	96.6	106.1	114.5	129.5	162.0
TARGET COMPENSATION								
Target Bonus Amount	37	571	13.2	5.1	9.2	11.8	15.2	23.6
Target Bonus as % of Base	37	571	13	5	10	12	15	20
Target Cash Compensation	43	644	111.2	88.3	99.8	108.1	119.2	140.2
Target Total Direct Compensation (Incl LTI)	41	637	119.1	96.3	105.5	113.4	125.9	155.2
Target Total Compensation (Incl Perqs)	41	637	120.1	96.5	105.6	113.7	127.9	158.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	22	175	16.5	4.5	7.2	13.7	25.1	35.5
LTI as % of Base	22	175	16	4	7	14	23	32
Total Perquisite Amount	26	348	3.0	0.3	0.5	1.1	2.4	5.0
SCOPE VARIABLES								
Company Revenue (millions)	44	667	8,483.7	762.3	1,886.0	3,523.9	9,962.5	28,344.9

Bonus Eligibility

13% No
87% Yes

LTI Eligibility

51% No
49% Yes

Hourly Rate Eligibility

96% No
4% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	44	527	119.5	99.0	108.0	119.4	130.8	138.8
Actual Bonus Amount	38	446	21.3	8.8	13.5	18.9	30.5	33.6
Actual Bonus as % of Base	38	446	18	9	13	15	24	29
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	44	527	137.8	105.4	122.5	136.0	152.4	162.9
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	66	8.1	0.7	1.2	6.4	13.0	23.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	44	527	139.0	105.4	123.0	137.5	153.0	162.9
Actual Total Direct Compensation (Incl LTI)	42	519	152.0	119.0	128.1	146.7	171.1	201.6
Total Compensation (Incl Perqs)	42	519	153.1	119.2	128.8	146.9	172.9	206.5
TARGET COMPENSATION								
Target Bonus Amount	38	445	18.7	8.9	14.2	18.5	23.0	27.4
Target Bonus as % of Base	38	445	15	10	12	15	20	20
Target Cash Compensation	42	512	137.2	109.0	125.4	134.3	149.6	160.1
Target Total Direct Compensation (Incl LTI)	41	506	148.9	113.4	127.6	146.1	165.0	186.0
Target Total Compensation (Incl Perqs)	41	506	150.1	113.6	128.3	146.9	166.4	188.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	23	209	26.4	8.2	11.5	23.4	39.4	48.2
LTI as % of Base	23	209	21	7	10	19	26	43
Total Perquisite Amount	24	296	2.1	0.3	0.6	1.2	3.8	5.0
SCOPE VARIABLES								
Company Revenue (millions)	44	527	8,215.4	604.3	1,445.0	3,216.2	9,962.5	28,285.7

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

47% No
53% Yes

Hourly Rate Eligibility

99% No
1% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	171	155.4	129.0	146.3	157.0	168.8	178.1
Actual Bonus Amount	26	156	35.9	16.1	23.4	34.1	50.0	60.4
Actual Bonus as % of Base	26	156	23	11	15	22	30	39
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	29	171	187.6	145.7	170.6	188.5	208.4	232.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	27	10.5	---	0.9	6.4	21.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	171	190.3	145.7	170.6	188.5	216.3	232.1
Actual Total Direct Compensation (Incl LTI)	29	171	219.2	145.7	177.8	209.2	256.5	294.5
Total Compensation (Incl Perqs)	29	171	221.5	145.7	179.5	210.0	260.1	294.5
TARGET COMPENSATION								
Target Bonus Amount	26	143	30.4	19.0	26.7	31.7	35.8	40.2
Target Bonus as % of Base	26	143	19	15	18	20	21	25
Target Cash Compensation	28	157	184.0	135.5	176.0	185.4	203.2	212.8
Target Total Direct Compensation (Incl LTI)	28	157	212.5	135.5	183.9	210.7	242.3	280.8
Target Total Compensation (Incl Perqs)	28	157	214.8	135.5	184.9	215.8	246.8	281.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	22	119	40.7	18.4	23.5	26.6	57.3	79.5
LTI as % of Base	22	119	26	12	15	17	33	49
Total Perquisite Amount	19	126	3.7	0.3	1.1	3.8	5.9	7.9
SCOPE VARIABLES								
Company Revenue (millions)	29	171	11,367.5	570.9	2,631.5	5,162.0	19,252.5	31,567.8

Bonus Eligibility

7% No
93% Yes

LTI Eligibility

20% No
80% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	30	211.7	---	195.1	207.9	233.2	---
Actual Bonus Amount	7	26	72.7	---	56.6	80.5	87.1	---
Actual Bonus as % of Base	7	26	35	---	29	33	43	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	30	275.3	---	242.3	273.5	306.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	30	276.4	---	242.5	273.5	308.8	---
Actual Total Direct Compensation (Incl LTI)	8	30	341.9	---	277.3	338.3	394.5	---
Total Compensation (Incl Perqs)	8	30	350.2	---	281.0	354.0	400.6	---
TARGET COMPENSATION								
Target Bonus Amount	7	26	55.3	---	39.3	54.5	67.6	---
Target Bonus as % of Base	7	26	26	---	20	28	30	---
Target Cash Compensation	8	30	260.1	---	236.8	254.2	276.8	---
Target Total Direct Compensation (Incl LTI)	8	30	325.6	---	272.6	319.0	368.1	---
Target Total Compensation (Incl Perqs)	8	30	333.9	---	273.5	334.7	375.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	28	68.9	---	41.3	67.4	98.2	---
LTI as % of Base	8	28	32	---	17	35	45	---
Total Perquisite Amount	7	26	9.4	---	5.2	8.2	15.5	---
SCOPE VARIABLES								
Company Revenue (millions)	8	30	16,502.5	---	6,195.2	14,913.5	28,638.8	---

Bonus Eligibility

12% No
88% Yes

LTI Eligibility

3% No
97% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	12	65.5	---	59.1	65.2	72.9	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	12	69.9	---	63.1	70.4	75.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	12	71.8	---	68.1	70.5	78.2	---
Actual Total Direct Compensation (Incl LTI)	6	12	81.4	---	69.3	78.4	92.9	---
Total Compensation (Incl Perqs)	6	12	82.2	---	69.6	78.6	94.7	---
TARGET COMPENSATION								
Target Bonus Amount	4	7	10.0	---	---	7.8	---	---
Target Bonus as % of Base	4	7	15	---	---	14	---	---
Target Cash Compensation	6	12	72.2	---	62.7	70.1	79.7	---
Target Total Direct Compensation (Incl LTI)	6	12	81.8	---	69.3	76.0	98.6	---
Target Total Compensation (Incl Perqs)	6	12	82.6	---	69.6	77.0	99.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	5	11	1.0	---	0.3	0.5	1.9	---
SCOPE VARIABLES								
Company Revenue (millions)	6	12	5,189.7	---	753.8	2,855.8	8,181.8	---

Bonus Eligibility
33% No
67% Yes

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	14	71.4	---	62.0	75.8	79.7	---
Actual Bonus Amount	7	10	8.7	---	4.4	9.0	13.8	---
Actual Bonus as % of Base	7	10	12	---	7	12	18	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	14	77.5	---	65.9	75.8	88.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	14	78.9	---	65.9	75.8	91.7	---
Actual Total Direct Compensation (Incl LTI)	9	14	81.7	---	65.9	75.8	91.7	---
Total Compensation (Incl Perqs)	9	14	82.4	---	66.1	75.8	93.3	---
TARGET COMPENSATION								
Target Bonus Amount	7	10	6.8	---	3.6	7.6	10.7	---
Target Bonus as % of Base	7	10	9	---	6	10	13	---
Target Cash Compensation	9	14	76.1	---	64.6	75.8	86.3	---
Target Total Direct Compensation (Incl LTI)	9	14	78.9	---	64.6	75.8	88.5	---
Target Total Compensation (Incl Perqs)	9	14	79.6	---	64.8	75.8	90.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	6	9	1.0	---	0.3	0.5	1.9	---
SCOPE VARIABLES								
Company Revenue (millions)	9	14	9,749.1	---	1,566.0	4,018.0	18,364.9	---

Bonus Eligibility
30% No
70% Yes

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
70% No
30% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	8	84.6	---	80.4	82.0	90.2	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	8	90.6	---	83.6	93.5	96.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	8	90.6	---	83.6	93.5	96.1	---
Actual Total Direct Compensation (Incl LTI)	5	8	96.6	---	83.6	96.6	109.6	---
Total Compensation (Incl Perqs)	5	8	98.6	---	83.6	101.3	112.2	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	8	89.9	---	83.2	92.2	95.4	---
Target Total Direct Compensation (Incl LTI)	5	8	95.9	---	83.2	96.6	108.3	---
Target Total Compensation (Incl Perqs)	5	8	97.9	---	83.2	100.0	111.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	8	13,285.3	---	2,695.7	5,162.0	27,936.5	---

Bonus Eligibility
40% No
60% Yes

LTI Eligibility
60% No
40% Yes

Hourly Rate Eligibility
80% No
20% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson Confidential – for the internal use of survey participants only This report and any data it contains may only be used by participants to support their internal human resources and management organizations Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	13	119.3	---	103.9	126.6	136.8	---
Actual Bonus Amount	6	13	21.1	---	14.9	18.5	27.9	---
Actual Bonus as % of Base	6	13	18	---	13	18	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	13	140.4	---	122.5	144.4	162.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	13	140.5	---	122.5	144.9	162.1	---
Actual Total Direct Compensation (Incl LTI)	6	13	156.3	---	137.1	155.2	182.8	---
Total Compensation (Incl Perqs)	6	13	157.3	---	137.9	157.6	182.8	---
TARGET COMPENSATION								
Target Bonus Amount	5	12	19.2	---	12.2	19.9	26.0	---
Target Bonus as % of Base	5	12	16	---	12	15	20	---
Target Cash Compensation	5	12	139.6	---	114.6	149.6	159.6	---
Target Total Direct Compensation (Incl LTI)	5	12	150.2	---	121.9	152.4	177.4	---
Target Total Compensation (Incl Perqs)	5	12	151.3	---	122.6	155.8	177.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	9	24.2	---	---	21.6	---	---
LTI as % of Base	4	9	21	---	---	19	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	13	16,775.8	---	691.7	10,606.8	38,353.3	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No	36% No	100% No		100% No	
100% Yes	64% Yes	0% Yes		0% Yes	

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	120	156.8	138.2	147.2	153.2	165.5	172.4
Actual Bonus Amount	17	118	38.0	19.3	30.7	38.0	42.5	66.7
Actual Bonus as % of Base	17	118	25	12	20	23	29	39
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	19	120	190.8	148.8	175.9	190.2	203.6	238.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	9	7.7	---	1.7	3.5	15.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	120	192.6	148.8	175.9	190.2	212.5	240.3
Actual Total Direct Compensation (Incl LTI)	19	120	218.6	148.8	191.1	216.8	258.4	268.7
Total Compensation (Incl Perqs)	19	120	220.7	152.8	193.1	217.9	260.1	268.7
TARGET COMPENSATION								
Target Bonus Amount	18	119	31.3	21.6	29.6	31.7	34.6	42.0
Target Bonus as % of Base	18	119	20	15	20	20	22	25
Target Cash Compensation	19	120	186.5	169.2	172.7	183.8	201.1	215.5
Target Total Direct Compensation (Incl LTI)	19	120	212.4	169.2	186.1	213.4	234.8	260.1
Target Total Compensation (Incl Perqs)	19	120	214.5	169.2	186.1	216.0	235.2	263.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	101	45.6	18.0	26.3	47.2	64.0	74.0
LTI as % of Base	13	101	29	11	18	27	41	47
Total Perquisite Amount	13	103	3.4	0.3	0.5	4.0	5.7	8.3
SCOPE VARIABLES								
Company Revenue (millions)	19	120	12,295.6	570.9	1,904.0	4,361.7	25,122.0	37,641.0

Bonus Eligibility

5% No
95% Yes

LTI Eligibility

30% No
70% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	25	177.8	135.9	162.5	178.2	188.6	225.4
Actual Bonus Amount	13	21	50.0	22.5	34.6	54.2	61.4	71.1
Actual Bonus as % of Base	13	21	28	14	20	29	33	44
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	16	25	218.4	162.2	176.2	218.5	241.0	291.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	25	220.9	162.2	176.2	219.8	248.2	291.9
Actual Total Direct Compensation (Incl LTI)	15	23	281.1	161.0	212.9	269.9	362.4	414.5
Total Compensation (Incl Perqs)	15	23	288.4	161.0	212.9	280.7	377.9	424.8
TARGET COMPENSATION								
Target Bonus Amount	15	23	42.4	17.2	36.0	43.6	53.2	61.4
Target Bonus as % of Base	15	23	24	12	20	25	27	33
Target Cash Compensation	16	25	217.5	169.2	194.3	215.8	231.9	284.7
Target Total Direct Compensation (Incl LTI)	15	23	276.9	168.2	212.9	261.0	345.6	413.3
Target Total Compensation (Incl Perqs)	15	23	284.2	173.2	212.9	265.0	361.2	423.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	16	84.9	43.4	47.5	73.3	118.9	158.0
LTI as % of Base	10	16	45	25	28	39	62	83
Total Perquisite Amount	12	18	9.1	1.4	4.6	8.7	12.3	17.0
SCOPE VARIABLES								
Company Revenue (millions)	16	25	11,681.8	1,169.1	2,119.9	4,457.8	23,752.0	38,495.7

Bonus Eligibility

6% No
94% Yes

LTI Eligibility

25% No
75% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	6	207.1	---	181.1	197.9	229.6	---
Actual Bonus Amount	6	6	66.4	---	39.5	56.3	94.7	---
Actual Bonus as % of Base	6	6	31	---	22	28	43	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	6	273.6	---	222.7	258.9	313.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	276.2	---	222.7	258.9	317.3	---
Actual Total Direct Compensation (Incl LTI)	6	6	372.7	---	222.7	355.9	535.2	---
Total Compensation (Incl Perqs)	6	6	381.9	---	227.9	367.2	548.7	---
TARGET COMPENSATION								
Target Bonus Amount	5	5	53.5	---	36.1	54.1	70.5	---
Target Bonus as % of Base	5	5	25	---	20	25	30	---
Target Cash Compensation	5	5	263.0	---	216.9	261.0	310.2	---
Target Total Direct Compensation (Incl LTI)	5	5	350.9	---	216.9	316.0	502.5	---
Target Total Compensation (Incl Perqs)	5	5	360.7	---	220.3	331.6	515.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	4	144.7	---	---	140.1	---	---
LTI as % of Base	4	4	66	---	---	62	---	---
Total Perquisite Amount	5	5	11.1	---	7.0	12.1	14.8	---
SCOPE VARIABLES								
Company Revenue (millions)	6	6	19,567.6	---	4,192.3	19,252.5	33,798.4	---

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
33% No
67% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	31	67.0	---	61.5	66.5	72.8	---
Actual Bonus Amount	4	20	10.6	---	---	11.5	---	---
Actual Bonus as % of Base	4	20	16	---	---	16	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	31	75.5	---	65.8	77.3	84.3	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	31	77.2	---	67.9	77.3	86.5	---
Actual Total Direct Compensation (Incl LTI)	5	31	105.8	---	67.9	84.1	154.6	---
Total Compensation (Incl Perqs)	5	31	106.3	---	67.9	84.1	155.9	---
TARGET COMPENSATION								
Target Bonus Amount	4	20	8.8	---	---	9.9	---	---
Target Bonus as % of Base	4	20	13	---	---	14	---	---
Target Cash Compensation	5	31	74.0	---	64.9	74.7	82.9	---
Target Total Direct Compensation (Incl LTI)	5	31	102.7	---	64.9	82.0	150.8	---
Target Total Compensation (Incl Perqs)	5	31	103.2	---	64.9	82.0	152.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	31	14,279.6	---	3,356.1	4,554.0	30,066.0	---

Bonus Eligibility

20% No
80% Yes

LTI Eligibility

40% No
60% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	38	86.9	70.2	77.8	84.2	99.2	104.6
Actual Bonus Amount	16	30	10.7	4.7	7.0	8.7	15.4	19.1
Actual Bonus as % of Base	16	30	12	6	9	10	15	20
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	38	96.4	74.4	81.4	95.0	105.0	122.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	38	98.6	74.4	81.4	95.0	108.4	139.5
Actual Total Direct Compensation (Incl LTI)	18	38	100.1	78.0	81.4	99.0	108.4	144.5
Total Compensation (Incl Perqs)	18	38	100.6	78.0	82.5	99.4	108.5	144.5
TARGET COMPENSATION								
Target Bonus Amount	15	27	10.2	5.6	7.9	9.6	13.2	15.2
Target Bonus as % of Base	15	27	12	7	10	12	13	16
Target Cash Compensation	17	35	96.8	76.6	84.8	95.5	104.3	121.7
Target Total Direct Compensation (Incl LTI)	17	35	98.2	76.6	86.8	98.0	107.4	121.7
Target Total Compensation (Incl Perqs)	17	35	98.6	76.6	87.5	98.5	107.9	122.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	9	6.6	---	4.7	6.3	8.7	---
LTI as % of Base	5	9	8	---	6	6	11	---
Total Perquisite Amount	9	12	0.9	---	0.4	0.5	1.1	---
SCOPE VARIABLES								
Company Revenue (millions)	18	38	13,119.1	495.0	2,554.9	5,570.9	26,733.5	37,925.9

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

56% No
44% Yes

Hourly Rate Eligibility

94% No
6% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	28	105	101.6	86.1	92.7	101.1	106.7	120.5
Actual Bonus Amount	22	88	12.8	6.7	7.8	12.3	17.2	18.6
Actual Bonus as % of Base	22	88	13	7	7	13	16	19
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	28	105	111.6	91.6	102.8	111.9	121.5	135.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	8	11.2	---	---	4.7	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	28	105	113.1	91.6	102.8	111.9	123.6	137.2
Actual Total Direct Compensation (Incl LTI)	27	103	119.2	97.5	106.4	114.8	134.3	149.3
Total Compensation (Incl Perqs)	27	103	120.0	97.5	106.7	116.2	135.5	149.6
TARGET COMPENSATION								
Target Bonus Amount	23	89	11.7	6.8	9.7	10.7	14.4	17.5
Target Bonus as % of Base	23	89	12	7	10	10	14	15
Target Cash Compensation	26	96	113.1	96.7	106.6	113.5	120.9	134.9
Target Total Direct Compensation (Incl LTI)	26	96	117.7	96.7	106.7	117.7	125.9	143.3
Target Total Compensation (Incl Perqs)	26	96	118.6	96.7	107.5	117.9	126.0	143.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	30	17.2	4.5	9.5	14.6	28.5	36.9
LTI as % of Base	11	30	16	5	9	15	25	32
Total Perquisite Amount	15	43	1.4	0.3	0.4	0.9	2.2	4.0
SCOPE VARIABLES								
Company Revenue (millions)	28	105	11,037.8	707.4	1,938.7	4,858.0	18,795.8	35,812.9

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

48% No
52% Yes

Hourly Rate Eligibility

96% No
4% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	32	248	118.8	99.7	108.9	115.3	127.8	141.0
Actual Bonus Amount	25	165	20.6	10.9	14.0	17.1	28.2	33.2
Actual Bonus as % of Base	25	165	17	10	12	16	23	28
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	32	248	134.3	112.0	120.8	130.0	146.2	152.3
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	34	12.5	---	0.9	2.5	36.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	32	248	135.6	112.0	121.0	130.5	148.1	165.4
Actual Total Direct Compensation (Incl LTI)	32	248	141.9	112.0	126.2	143.5	152.7	181.4
Total Compensation (Incl Perqs)	32	248	142.6	112.9	126.3	143.5	152.8	181.5
TARGET COMPENSATION								
Target Bonus Amount	26	172	17.9	10.1	13.4	17.5	22.7	24.9
Target Bonus as % of Base	26	172	15	9	12	15	20	21
Target Cash Compensation	31	241	133.6	111.2	122.4	134.7	143.8	151.2
Target Total Direct Compensation (Incl LTI)	31	241	139.6	111.2	126.7	140.8	151.3	169.3
Target Total Compensation (Incl Perqs)	31	241	140.4	112.4	127.0	142.5	151.3	171.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	55	18.8	8.5	10.6	15.2	23.4	38.4
LTI as % of Base	15	55	16	7	10	13	20	31
Total Perquisite Amount	18	59	1.6	0.3	0.3	0.9	2.2	5.2
SCOPE VARIABLES								
Company Revenue (millions)	32	248	10,541.7	581.2	1,938.7	4,490.5	18,795.8	31,703.7

Bonus Eligibility

18% No
82% Yes

LTI Eligibility

52% No
48% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	63	145.5	112.9	134.3	143.5	160.6	179.6
Actual Bonus Amount	12	40	34.5	5.8	14.9	35.6	50.7	62.6
Actual Bonus as % of Base	12	40	23	5	11	24	34	39
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	16	63	171.2	113.6	137.4	180.5	197.7	229.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	8	16.0	---	0.8	15.3	31.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	63	175.1	113.6	138.1	180.5	202.1	247.9
Actual Total Direct Compensation (Incl LTI)	15	61	199.3	126.4	144.2	203.7	246.1	255.9
Total Compensation (Incl Perqs)	15	61	201.3	129.9	144.2	204.7	248.9	258.8
TARGET COMPENSATION								
Target Bonus Amount	13	40	27.2	7.6	16.7	28.8	38.3	42.0
Target Bonus as % of Base	13	40	18	7	13	20	24	28
Target Cash Compensation	15	59	169.9	118.9	135.6	176.9	186.7	215.5
Target Total Direct Compensation (Incl LTI)	14	58	192.9	128.0	163.7	202.9	219.6	238.2
Target Total Compensation (Incl Perqs)	14	58	195.1	131.9	163.7	203.4	223.7	241.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	28	37.2	22.7	24.5	34.7	51.8	57.7
LTI as % of Base	10	28	25	14	17	25	30	38
Total Perquisite Amount	10	33	3.2	0.4	0.9	2.8	5.9	6.0
SCOPE VARIABLES								
Company Revenue (millions)	16	63	10,902.8	1,713.2	2,533.9	8,383.6	17,556.7	32,608.2

Bonus Eligibility

12% No
88% Yes

LTI Eligibility

25% No
75% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFU – Audit and Financial/Business Controls
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	77.9	---	---	76.9	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	5	83.7	---	---	80.8	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	92.1	---	---	80.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	94.8	---	---	80.8	---	---
Total Compensation (Incl Perqs)	4	5	94.9	---	---	81.1	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	5	83.5	---	---	80.2	---	---
Target Total Direct Compensation (Incl LTI)	4	5	86.2	---	---	80.2	---	---
Target Total Compensation (Incl Perqs)	4	5	86.3	---	---	80.5	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	13,164.0	---	---	5,848.3	---	---

Bonus Eligibility
25% No
75% Yes

LTI Eligibility
50% No
50% Yes

Hourly Rate Eligibility
75% No
25% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFY – Risk Management
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	30	154.8	118.6	134.3	152.6	170.5	201.6
Actual Bonus Amount	15	28	37.0	14.7	30.0	33.5	41.1	69.1
Actual Bonus as % of Base	15	28	23	12	21	22	26	34
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	17	30	187.4	130.0	157.4	181.5	206.2	272.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	30	188.2	130.0	157.4	181.5	210.4	272.8
Actual Total Direct Compensation (Incl LTI)	16	29	229.3	149.6	172.4	219.3	273.5	341.5
Total Compensation (Incl Perqs)	16	29	232.0	152.8	177.2	219.7	276.6	346.3
TARGET COMPENSATION								
Target Bonus Amount	16	29	31.9	15.9	25.0	32.1	35.9	54.1
Target Bonus as % of Base	16	29	20	14	17	20	22	26
Target Cash Compensation	17	30	184.8	130.6	159.9	183.1	204.4	256.8
Target Total Direct Compensation (Incl LTI)	16	29	225.4	141.7	181.2	216.8	263.3	330.1
Target Total Compensation (Incl Perqs)	16	29	228.2	144.9	182.0	217.2	265.4	335.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	25	47.3	15.4	26.4	45.2	60.5	99.2
LTI as % of Base	12	25	28	11	17	23	38	54
Total Perquisite Amount	10	17	4.5	0.5	1.1	3.7	5.5	15.1
SCOPE VARIABLES								
Company Revenue (millions)	17	30	9,836.5	274.0	1,566.0	3,084.0	14,389.6	38,210.8

Bonus Eligibility

6% No
94% Yes

LTI Eligibility

24% No
76% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFY – Risk Management
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	29	173.3	133.5	145.0	170.8	204.4	219.0
Actual Bonus Amount	11	24	47.9	15.4	35.0	56.9	60.7	72.0
Actual Bonus as % of Base	11	24	27	12	19	28	35	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	29	210.9	141.8	163.6	214.1	247.2	287.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	29	212.4	141.8	163.6	222.6	247.2	287.2
Actual Total Direct Compensation (Incl LTI)	14	29	248.1	141.8	163.6	235.5	304.7	408.2
Total Compensation (Incl Perqs)	14	29	252.2	146.3	164.5	241.0	308.0	418.7
TARGET COMPENSATION								
Target Bonus Amount	13	28	38.5	11.9	23.0	41.1	52.9	55.0
Target Bonus as % of Base	13	28	22	9	15	25	26	34
Target Cash Compensation	14	29	209.0	147.4	162.6	207.7	257.0	273.8
Target Total Direct Compensation (Incl LTI)	14	29	244.8	147.4	162.6	216.5	314.0	395.7
Target Total Compensation (Incl Perqs)	14	29	248.8	151.3	163.8	222.0	314.4	406.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	15	71.5	---	44.7	55.0	123.6	---
LTI as % of Base	7	15	35	---	24	32	55	---
Total Perquisite Amount	12	22	4.9	0.4	1.4	3.4	8.3	11.9
SCOPE VARIABLES								
Company Revenue (millions)	14	29	7,657.1	301.0	1,103.1	3,200.1	11,048.2	31,381.5

Bonus Eligibility

7% No
93% Yes

LTI Eligibility

54% No
46% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFY – Risk Management
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	7	205.9	---	---	194.6	---	---
Actual Bonus Amount	4	7	71.3	---	---	74.1	---	---
Actual Bonus as % of Base	4	7	35	---	---	34	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	7	277.2	---	---	268.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	7	277.4	---	---	269.2	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	7	62.9	---	---	62.7	---	---
Target Bonus as % of Base	4	7	31	---	---	29	---	---
Target Cash Compensation	4	7	268.8	---	---	257.8	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	7	8,201.7	---	---	6,634.5	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No		25% No		100% No	
100% Yes		75% Yes		0% Yes	

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics
All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFY – Risk Management
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	32	84.2	74.5	76.9	79.6	88.2	108.4
Actual Bonus Amount	11	27	11.0	5.0	7.7	9.6	14.8	18.3
Actual Bonus as % of Base	11	27	14	7	10	12	17	23
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	32	92.9	77.9	83.5	92.3	101.4	111.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	32	93.5	77.9	83.5	92.3	101.4	115.1
Actual Total Direct Compensation (Incl LTI)	14	32	95.4	78.5	86.6	92.3	106.0	115.1
Total Compensation (Incl Perqs)	14	32	96.3	80.9	86.7	92.6	106.6	115.4
TARGET COMPENSATION								
Target Bonus Amount	12	28	9.4	4.8	7.4	8.9	12.0	13.8
Target Bonus as % of Base	12	28	12	6	10	11	15	15
Target Cash Compensation	14	32	92.3	80.0	84.6	89.0	100.4	110.6
Target Total Direct Compensation (Incl LTI)	14	32	94.3	82.0	86.7	90.2	105.7	110.6
Target Total Compensation (Incl Perqs)	14	32	95.1	84.4	87.0	91.5	106.1	111.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	7	6.9	---	4.7	5.9	9.4	---
LTI as % of Base	5	7	8	---	6	8	11	---
Total Perquisite Amount	9	17	1.3	---	0.3	0.5	2.2	---
SCOPE VARIABLES								
Company Revenue (millions)	14	32	12,232.8	1,973.5	2,575.5	6,217.7	21,012.0	39,065.5

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

43% No
57% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFY – Risk Management
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	63	99.1	82.0	91.8	99.3	106.7	113.5
Actual Bonus Amount	16	48	12.8	5.1	8.4	10.9	18.4	23.3
Actual Bonus as % of Base	16	48	13	7	9	11	19	23
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	20	63	109.4	87.5	101.6	109.1	116.7	128.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	8	8.8	---	1.0	1.5	20.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	63	110.9	87.5	102.6	109.1	118.7	131.1
Actual Total Direct Compensation (Incl LTI)	19	61	115.1	96.9	105.0	114.8	123.7	142.3
Total Compensation (Incl Perqs)	19	61	116.0	97.3	106.2	116.8	123.7	144.5
TARGET COMPENSATION								
Target Bonus Amount	16	51	11.4	5.5	8.1	10.7	14.5	17.6
Target Bonus as % of Base	16	51	12	6	9	11	15	17
Target Cash Compensation	19	61	109.7	96.9	105.0	108.8	118.9	122.9
Target Total Direct Compensation (Incl LTI)	19	61	112.6	96.9	105.0	116.0	122.2	125.6
Target Total Compensation (Incl Perqs)	19	61	113.5	97.3	105.9	116.5	123.3	125.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	19	10.6	---	5.4	11.7	14.6	---
LTI as % of Base	6	19	11	---	6	11	15	---
Total Perquisite Amount	12	37	1.4	0.3	0.4	0.8	2.0	4.8
SCOPE VARIABLES								
Company Revenue (millions)	20	63	11,002.6	749.9	2,140.5	4,155.6	18,141.0	37,033.7

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

53% No
47% Yes

Hourly Rate Eligibility

98% No
2% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFY – Risk Management
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	48	120.0	102.1	113.0	123.1	126.0	134.5
Actual Bonus Amount	17	38	20.7	9.1	13.1	21.3	27.8	30.2
Actual Bonus as % of Base	17	38	17	8	11	17	23	24
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	48	139.0	112.2	126.4	143.9	154.6	158.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	48	139.7	112.2	126.4	144.2	154.6	158.9
Actual Total Direct Compensation (Incl LTI)	18	48	151.4	112.2	126.4	154.4	169.5	194.2
Total Compensation (Incl Perqs)	18	48	152.3	112.2	126.7	154.8	170.3	196.7
TARGET COMPENSATION								
Target Bonus Amount	18	44	18.4	8.4	16.8	18.9	22.1	24.7
Target Bonus as % of Base	18	44	15	8	15	15	18	20
Target Cash Compensation	18	48	137.5	110.5	129.0	142.5	147.6	155.2
Target Total Direct Compensation (Incl LTI)	18	48	149.3	110.5	130.2	148.2	165.2	196.5
Target Total Compensation (Incl Perqs)	18	48	150.2	110.5	130.2	148.5	166.0	199.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	18	27.1	---	14.4	22.0	41.8	---
LTI as % of Base	8	18	22	---	12	18	33	---
Total Perquisite Amount	11	24	1.5	0.3	0.5	1.0	2.2	4.5
SCOPE VARIABLES								
Company Revenue (millions)	18	48	11,329.7	550.7	2,443.3	6,217.7	18,856.2	37,925.9

Bonus Eligibility

4% No
96% Yes

LTI Eligibility

47% No
53% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AFY – Risk Management
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	28	148.4	113.7	134.6	151.3	157.4	188.2
Actual Bonus Amount	10	25	31.1	12.0	22.2	31.0	42.2	46.2
Actual Bonus as % of Base	10	25	21	10	15	22	25	31
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	28	174.3	125.5	150.5	180.3	187.6	230.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	28	174.9	125.7	154.4	180.3	187.6	230.4
Actual Total Direct Compensation (Incl LTI)	12	28	197.6	125.7	167.6	194.3	231.5	278.4
Total Compensation (Incl Perqs)	12	28	199.1	127.1	170.0	195.7	233.7	282.5
TARGET COMPENSATION								
Target Bonus Amount	11	26	28.3	13.4	23.0	30.7	33.0	38.7
Target Bonus as % of Base	11	26	19	11	16	20	20	24
Target Cash Compensation	12	28	174.3	125.5	148.6	177.8	188.9	225.9
Target Total Direct Compensation (Incl LTI)	12	28	197.1	125.5	169.8	198.5	224.9	271.9
Target Total Compensation (Incl Perqs)	12	28	198.6	126.9	170.2	200.1	227.1	276.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	14	30.3	---	18.5	24.6	42.0	---
LTI as % of Base	9	14	20	---	12	20	24	---
Total Perquisite Amount	8	23	2.3	---	0.6	2.4	3.1	---
SCOPE VARIABLES								
Company Revenue (millions)	12	28	11,358.7	622.9	2,738.3	8,383.6	18,141.0	35,879.6

Bonus Eligibility
8% No
92% Yes

LTI Eligibility
18% No
82% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics
All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AGS – Geosciences
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	11	170.2	---	149.5	175.1	188.5	---
Actual Bonus Amount	5	11	38.1	---	25.4	35.7	52.1	---
Actual Bonus as % of Base	5	11	22	---	16	19	28	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	11	208.3	---	174.9	216.3	237.8	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	11	209.1	---	176.3	216.3	238.2	---
Actual Total Direct Compensation (Incl LTI)	5	11	267.8	---	196.9	251.7	346.7	---
Total Compensation (Incl Perqs)	5	11	272.0	---	199.2	257.2	352.2	---
TARGET COMPENSATION								
Target Bonus Amount	5	11	36.1	---	25.5	35.0	47.1	---
Target Bonus as % of Base	5	11	21	---	17	20	25	---
Target Cash Compensation	5	11	206.3	---	175.0	210.1	235.6	---
Target Total Direct Compensation (Incl LTI)	5	11	265.0	---	195.6	253.0	340.4	---
Target Total Compensation (Incl Perqs)	5	11	269.2	---	197.9	258.5	345.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	11	58.7	---	19.6	28.7	112.8	---
LTI as % of Base	5	11	33	---	12	17	61	---
Total Perquisite Amount	5	11	4.2	---	1.3	4.2	7.2	---
SCOPE VARIABLES								
Company Revenue (millions)	5	11	4,016.1	---	2,065.0	3,316.2	6,317.2	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No		0% No		100% No	
100% Yes		100% Yes		0% Yes	

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics
All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AGS – Geosciences
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	57	187.9	133.1	160.9	192.7	209.1	241.0
Actual Bonus Amount	11	53	55.0	22.6	47.6	57.7	70.6	73.0
Actual Bonus as % of Base	11	53	28	15	25	30	34	38
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	57	234.5	141.5	206.0	240.3	265.8	313.3
Actual Retention Bonus	4	8	24.1	---	---	20.0	---	---
Total Variable Payments – Excl Actual Bonus	8	19	20.7	---	5.0	22.5	34.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	57	242.3	157.2	209.3	240.3	273.1	322.5
Actual Total Direct Compensation (Incl LTI)	13	57	294.2	164.8	234.9	288.5	353.4	422.2
Total Compensation (Incl Perqs)	13	57	298.4	165.5	235.2	288.5	361.0	431.4
TARGET COMPENSATION								
Target Bonus Amount	11	53	44.4	21.0	35.6	41.6	57.1	70.2
Target Bonus as % of Base	11	53	23	14	20	22	25	29
Target Cash Compensation	13	57	225.5	140.4	197.9	231.2	257.9	307.6
Target Total Direct Compensation (Incl LTI)	13	57	277.4	147.9	215.5	270.3	340.5	407.3
Target Total Compensation (Incl Perqs)	13	57	281.5	148.7	218.0	273.7	348.1	416.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	45	66.5	22.0	37.5	59.5	87.0	117.3
LTI as % of Base	11	45	33	15	19	34	38	57
Total Perquisite Amount	11	54	4.9	0.3	1.3	5.0	7.1	10.6
SCOPE VARIABLES								
Company Revenue (millions)	13	57	12,913.2	692.8	2,689.6	7,472.5	23,561.0	34,365.7

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

8% No
92% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AGS – Geosciences
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	85	229.8	181.2	213.5	225.3	251.4	273.0
Actual Bonus Amount	12	80	83.9	46.0	65.2	84.8	104.0	118.2
Actual Bonus as % of Base	12	80	38	21	29	37	43	66
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	85	307.3	267.5	278.9	293.8	340.4	358.1
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	19	24.6	---	0.6	20.5	44.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	85	315.0	269.7	288.0	308.5	341.9	371.3
Actual Total Direct Compensation (Incl LTI)	13	85	435.7	321.7	358.1	438.1	456.2	641.7
Total Compensation (Incl Perqs)	13	85	443.8	333.3	361.4	443.3	466.6	652.5
TARGET COMPENSATION								
Target Bonus Amount	11	61	70.0	54.1	58.7	66.5	75.9	96.7
Target Bonus as % of Base	11	61	32	25	25	30	35	47
Target Cash Compensation	12	66	294.6	248.3	277.4	292.0	312.8	342.9
Target Total Direct Compensation (Incl LTI)	12	66	411.9	288.6	350.7	399.0	434.9	609.3
Target Total Compensation (Incl Perqs)	12	66	420.2	301.7	352.3	405.1	447.9	619.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	79	131.2	49.7	83.1	100.3	150.1	356.9
LTI as % of Base	12	79	62	23	33	40	65	205
Total Perquisite Amount	11	79	9.6	3.0	5.2	8.7	14.0	17.5
SCOPE VARIABLES								
Company Revenue (millions)	13	85	10,777.1	896.2	2,248.0	5,162.0	21,992.5	29,990.4

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

8% No
92% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AGS – Geosciences
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	27	255.9	---	235.4	260.0	274.4	---
Actual Bonus Amount	9	27	101.5	---	71.2	111.0	125.1	---
Actual Bonus as % of Base	9	27	39	---	31	42	47	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	27	357.4	---	315.3	377.2	389.6	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	7	31.2	---	5.1	24.1	60.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	27	369.7	---	316.6	380.4	407.9	---
Actual Total Direct Compensation (Incl LTI)	9	27	499.6	---	416.5	508.1	548.4	---
Total Compensation (Incl Perqs)	9	27	515.5	---	426.6	522.1	571.3	---
TARGET COMPENSATION								
Target Bonus Amount	9	27	76.9	---	64.8	76.9	87.3	---
Target Bonus as % of Base	9	27	30	---	27	30	33	---
Target Cash Compensation	9	27	332.8	---	300.1	341.0	362.1	---
Target Total Direct Compensation (Incl LTI)	9	27	462.6	---	377.7	474.1	510.5	---
Target Total Compensation (Incl Perqs)	9	27	478.6	---	392.5	486.2	529.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	23	147.6	---	103.4	131.4	200.2	---
LTI as % of Base	8	23	59	---	42	49	87	---
Total Perquisite Amount	9	27	16.0	---	12.2	14.2	19.7	---
SCOPE VARIABLES								
Company Revenue (millions)	9	27	15,242.3	---	3,212.3	7,472.5	28,344.9	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No		1% No		100% No	
100% Yes		99% Yes		0% Yes	

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AGS – Geosciences
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	73	86.4	79.8	83.0	85.9	89.3	93.5
Actual Bonus Amount	13	72	11.7	5.8	8.8	10.6	14.7	18.9
Actual Bonus as % of Base	13	72	14	7	10	13	17	21
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	73	97.2	88.1	93.4	96.1	100.0	110.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	73	97.6	88.1	93.4	96.1	100.9	111.0
Actual Total Direct Compensation (Incl LTI)	14	73	105.0	94.0	97.0	102.2	108.5	125.1
Total Compensation (Incl Perqs)	14	73	106.1	94.4	99.7	102.4	110.7	126.5
TARGET COMPENSATION								
Target Bonus Amount	12	61	10.9	8.3	9.2	10.8	12.5	14.0
Target Bonus as % of Base	12	61	13	10	11	13	15	15
Target Cash Compensation	13	62	96.9	90.8	92.8	97.1	100.2	106.2
Target Total Direct Compensation (Incl LTI)	13	62	103.7	92.7	96.4	100.8	107.5	125.8
Target Total Compensation (Incl Perqs)	13	62	104.8	93.9	97.8	101.8	109.7	127.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	47	12.8	---	5.5	12.0	20.7	---
LTI as % of Base	9	47	15	---	6	14	24	---
Total Perquisite Amount	10	57	1.5	0.3	0.5	1.6	2.3	3.0
SCOPE VARIABLES								
Company Revenue (millions)	14	73	16,140.6	1,664.4	3,879.5	14,078.9	26,733.5	38,360.5

Bonus Eligibility

7% No
93% Yes

LTI Eligibility

17% No
83% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AGS – Geosciences
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	135	95.5	87.8	90.6	95.7	98.7	109.4
Actual Bonus Amount	17	128	15.5	7.5	11.0	14.5	19.1	24.2
Actual Bonus as % of Base	17	128	16	8	11	16	21	24
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	19	135	109.4	95.8	104.6	107.0	114.9	128.2
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	29	11.8	---	2.9	6.8	23.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	135	111.4	96.0	105.6	108.8	115.6	135.0
Actual Total Direct Compensation (Incl LTI)	19	135	124.8	96.0	109.8	119.1	135.0	154.3
Total Compensation (Incl Perqs)	19	135	125.7	96.0	110.1	119.1	135.5	156.5
TARGET COMPENSATION								
Target Bonus Amount	16	109	15.0	10.1	11.4	13.7	16.1	24.0
Target Bonus as % of Base	16	109	16	10	12	15	15	27
Target Cash Compensation	18	116	109.1	95.4	104.1	107.3	110.5	128.4
Target Total Direct Compensation (Incl LTI)	18	116	122.1	95.4	111.2	114.9	127.4	153.6
Target Total Compensation (Incl Perqs)	18	116	123.1	95.5	112.3	115.4	128.6	155.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	94	21.0	3.7	6.5	20.4	36.3	39.6
LTI as % of Base	14	94	22	4	7	22	35	44
Total Perquisite Amount	13	92	1.4	0.4	0.5	1.3	2.1	2.5
SCOPE VARIABLES								
Company Revenue (millions)	19	135	12,267.0	627.0	2,433.0	5,162.0	19,642.0	36,231.0

Bonus Eligibility
11% No
89% Yes

LTI Eligibility
26% No
74% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics
All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AGS – Geosciences
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	281	111.3	93.5	107.0	109.1	116.7	134.4
Actual Bonus Amount	21	211	19.6	7.0	12.3	17.5	28.1	34.6
Actual Bonus as % of Base	21	211	17	7	11	16	22	29
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	23	281	129.3	104.5	117.2	128.2	142.8	160.6
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	48	13.8	---	1.3	9.5	33.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	281	132.2	104.5	118.9	128.6	144.4	170.0
Actual Total Direct Compensation (Incl LTI)	23	281	150.2	104.5	124.0	145.6	163.1	212.3
Total Compensation (Incl Perqs)	23	281	151.4	105.0	124.3	148.4	165.1	213.7
TARGET COMPENSATION								
Target Bonus Amount	20	174	18.0	9.1	14.9	16.3	21.7	31.8
Target Bonus as % of Base	20	174	16	10	13	15	18	29
Target Cash Compensation	22	244	127.8	100.5	117.6	125.4	136.2	158.4
Target Total Direct Compensation (Incl LTI)	22	244	145.4	100.5	123.6	140.0	156.8	220.3
Target Total Compensation (Incl Perqs)	22	244	146.7	100.9	123.6	141.6	158.9	222.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	155	28.9	5.1	11.4	26.7	37.0	69.4
LTI as % of Base	17	155	25	4	10	24	30	54
Total Perquisite Amount	15	201	1.9	0.4	0.5	1.7	2.2	4.5
SCOPE VARIABLES								
Company Revenue (millions)	23	281	12,321.9	1,279.4	2,830.0	7,472.5	19,642.0	34,300.9

Bonus Eligibility

9% No
91% Yes

LTI Eligibility

27% No
73% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AGS – Geosciences
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	352	141.3	113.6	132.8	135.3	153.3	176.4
Actual Bonus Amount	21	319	30.5	6.8	22.2	30.1	42.4	47.5
Actual Bonus as % of Base	21	319	21	5	15	22	25	31
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	24	352	167.9	128.5	148.1	165.2	185.9	218.6
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	62	15.0	---	5.3	13.9	25.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	352	171.1	131.6	154.6	168.4	188.7	226.2
Actual Total Direct Compensation (Incl LTI)	24	352	201.2	131.6	172.4	199.2	210.4	289.6
Total Compensation (Incl Perqs)	24	352	203.1	135.0	172.4	201.4	212.3	295.0
TARGET COMPENSATION								
Target Bonus Amount	21	287	26.6	11.6	20.7	27.1	31.1	39.5
Target Bonus as % of Base	21	287	18	9	16	20	20	29
Target Cash Compensation	23	317	165.8	129.2	152.5	160.8	180.1	224.4
Target Total Direct Compensation (Incl LTI)	23	317	195.7	129.2	169.0	193.8	204.3	269.6
Target Total Compensation (Incl Perqs)	23	317	197.7	130.0	169.3	196.0	204.8	274.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	256	43.6	12.3	21.8	35.3	47.7	113.9
LTI as % of Base	19	256	30	9	14	26	36	68
Total Perquisite Amount	16	248	2.9	0.4	1.1	2.2	4.9	6.2
SCOPE VARIABLES								
Company Revenue (millions)	24	352	11,829.1	1,282.9	2,532.2	6,317.2	19,447.2	33,071.8

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

22% No
78% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AGS – Geosciences
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	302	185.3	159.7	173.1	181.2	198.8	225.3
Actual Bonus Amount	19	284	49.2	23.3	38.0	52.0	64.9	69.0
Actual Bonus as % of Base	19	284	27	14	20	27	33	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	20	302	232.0	194.3	207.2	226.7	247.9	289.1
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	80	14.3	0.6	2.1	11.8	28.6	32.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	302	237.1	201.2	213.9	226.7	259.2	301.1
Actual Total Direct Compensation (Incl LTI)	20	302	294.8	234.0	251.2	274.4	347.4	384.8
Total Compensation (Incl Perqs)	20	302	297.6	234.3	256.3	276.6	349.4	390.9
TARGET COMPENSATION								
Target Bonus Amount	18	236	45.9	32.8	36.3	44.0	56.0	67.6
Target Bonus as % of Base	18	236	25	20	20	23	26	41
Target Cash Compensation	19	253	229.2	194.4	202.5	219.5	245.4	284.3
Target Total Direct Compensation (Incl LTI)	19	253	287.4	211.5	251.1	269.9	332.0	371.0
Target Total Compensation (Incl Perqs)	19	253	290.3	211.5	254.8	271.9	334.8	379.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	243	66.7	29.7	34.0	58.0	76.4	137.6
LTI as % of Base	19	243	37	17	20	29	45	75
Total Perquisite Amount	15	202	3.9	0.4	1.0	4.6	5.9	7.2
SCOPE VARIABLES								
Company Revenue (millions)	20	302	12,056.2	1,269.2	2,532.2	6,317.2	21,410.5	31,386.7

Bonus Eligibility

5% No
95% Yes

LTI Eligibility

10% No
90% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AGS – Geosciences
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	152	213.6	176.1	201.4	208.6	230.3	261.0
Actual Bonus Amount	14	134	60.8	30.4	41.4	59.8	79.5	95.1
Actual Bonus as % of Base	14	134	29	16	20	29	37	42
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	16	152	266.8	204.0	232.0	257.9	304.7	343.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	11	12.1	---	0.8	2.6	28.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	152	270.4	221.1	244.6	257.9	305.3	344.0
Actual Total Direct Compensation (Incl LTI)	16	152	347.2	254.2	294.7	306.9	394.8	488.1
Total Compensation (Incl Perqs)	16	152	352.4	254.5	296.8	310.5	402.7	494.6
TARGET COMPENSATION								
Target Bonus Amount	13	114	59.6	38.3	46.1	54.7	68.7	97.7
Target Bonus as % of Base	13	114	28	19	23	27	31	40
Target Cash Compensation	15	132	266.0	203.9	248.1	252.0	299.7	344.6
Target Total Direct Compensation (Incl LTI)	15	132	342.6	240.8	275.5	310.8	366.0	512.2
Target Total Compensation (Incl Perqs)	15	132	348.1	241.9	275.5	311.1	381.3	517.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	137	86.9	36.2	54.3	64.2	99.5	202.7
LTI as % of Base	15	137	39	19	22	36	44	86
Total Perquisite Amount	14	113	6.1	0.4	1.0	5.9	9.6	15.8
SCOPE VARIABLES								
Company Revenue (millions)	16	152	12,321.8	972.4	2,155.5	7,228.4	21,997.7	34,244.5

Bonus Eligibility

13% No
88% Yes

LTI Eligibility

16% No
84% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AHR – Human Resources
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	110	119.7	89.6	109.4	121.9	131.7	145.6
Actual Bonus Amount	20	78	21.2	10.7	14.7	19.0	27.0	36.0
Actual Bonus as % of Base	20	78	17	9	13	17	23	27
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	24	110	137.0	106.4	116.4	137.0	151.6	171.0
Actual Retention Bonus	4	10	16.6	---	---	19.5	---	---
Total Variable Payments – Excl Actual Bonus	8	16	18.1	---	0.6	16.2	35.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	110	140.3	106.6	116.4	140.4	158.6	181.3
Actual Total Direct Compensation (Incl LTI)	24	110	152.2	110.5	118.2	144.8	179.0	200.7
Total Compensation (Incl Perqs)	24	110	153.0	110.5	118.2	145.6	179.8	200.9
TARGET COMPENSATION								
Target Bonus Amount	21	80	17.4	10.0	12.1	16.8	22.0	26.8
Target Bonus as % of Base	21	80	15	10	11	15	18	20
Target Cash Compensation	24	110	134.2	103.3	116.4	137.7	148.5	165.5
Target Total Direct Compensation (Incl LTI)	24	110	146.1	109.1	116.4	146.1	169.4	186.5
Target Total Compensation (Incl Perqs)	24	110	146.9	109.3	116.8	146.9	170.5	186.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	57	28.1	10.8	15.9	21.7	33.1	71.9
LTI as % of Base	13	57	21	9	12	20	25	45
Total Perquisite Amount	14	49	1.5	0.3	0.4	1.1	2.2	4.6
SCOPE VARIABLES								
Company Revenue (millions)	24	110	11,162.8	724.6	2,015.6	5,062.5	17,355.2	36,936.0

Bonus Eligibility

19% No
81% Yes

LTI Eligibility

49% No
51% Yes

Hourly Rate Eligibility

96% No
4% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	44	259	146.3	110.7	129.4	148.6	159.8	172.8
Actual Bonus Amount	38	219	34.5	18.0	27.2	34.3	39.9	50.4
Actual Bonus as % of Base	38	219	23	10	19	23	27	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	44	259	176.1	118.9	149.1	181.4	198.1	223.4
Actual Retention Bonus	5	21	19.2	---	15.9	20.0	22.0	---
Total Variable Payments – Excl Actual Bonus	16	67	12.2	0.5	1.8	11.9	22.5	26.4
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	44	259	179.2	118.9	150.8	181.4	210.0	230.1
Actual Total Direct Compensation (Incl LTI)	42	253	209.1	130.4	162.0	209.9	239.7	299.1
Total Compensation (Incl Perqs)	42	253	211.8	131.8	163.1	212.0	243.5	299.1
TARGET COMPENSATION								
Target Bonus Amount	40	238	29.0	12.0	21.0	29.9	35.8	42.6
Target Bonus as % of Base	40	238	19	10	15	20	23	25
Target Cash Compensation	44	259	172.7	122.2	149.3	178.3	194.0	215.7
Target Total Direct Compensation (Incl LTI)	42	253	202.3	131.7	160.7	199.7	229.7	283.9
Target Total Compensation (Incl Perqs)	42	253	205.0	135.0	160.8	204.9	231.5	290.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	135	48.1	17.2	25.2	42.7	65.3	89.3
LTI as % of Base	25	135	30	11	16	24	38	62
Total Perquisite Amount	29	150	3.9	0.4	1.0	2.8	7.0	8.0
SCOPE VARIABLES								
Company Revenue (millions)	44	259	7,536.5	440.0	1,120.8	3,200.1	8,839.2	28,344.9

Bonus Eligibility

9% No
91% Yes

LTI Eligibility

39% No
61% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	137	175.7	132.0	145.7	178.4	190.9	215.0
Actual Bonus Amount	34	116	52.2	22.6	34.2	50.1	66.0	91.3
Actual Bonus as % of Base	34	116	29	15	21	29	35	46
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	39	137	221.1	157.3	172.3	224.1	254.2	290.6
Actual Retention Bonus	5	6	25.4	---	19.9	23.5	31.9	---
Total Variable Payments – Excl Actual Bonus	10	22	28.1	1.0	6.1	31.4	42.0	61.3
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	137	226.9	157.3	174.0	237.2	259.9	304.3
Actual Total Direct Compensation (Incl LTI)	38	132	287.9	162.3	212.8	283.1	337.1	426.4
Total Compensation (Incl Perqs)	38	132	295.3	166.1	216.4	297.9	342.3	439.4
TARGET COMPENSATION								
Target Bonus Amount	35	122	41.9	18.1	33.5	43.9	51.6	59.3
Target Bonus as % of Base	35	122	24	13	20	25	27	32
Target Cash Compensation	38	132	214.5	154.3	177.5	220.5	238.6	272.3
Target Total Direct Compensation (Incl LTI)	37	127	272.9	163.1	207.5	272.5	328.0	396.8
Target Total Compensation (Incl Perqs)	37	127	280.4	166.4	208.6	277.9	336.0	410.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	28	80	84.4	18.8	47.1	62.5	112.1	158.9
LTI as % of Base	28	80	47	15	26	34	56	84
Total Perquisite Amount	31	84	10.3	0.6	3.2	8.4	11.7	17.5
SCOPE VARIABLES								
Company Revenue (millions)	39	137	9,257.0	728.4	1,880.0	4,211.6	13,638.0	31,567.8

Bonus Eligibility

9% No
91% Yes

LTI Eligibility

30% No
70% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	38	211.2	159.2	188.6	215.0	235.6	264.8
Actual Bonus Amount	16	31	82.7	37.7	59.5	80.0	107.5	127.4
Actual Bonus as % of Base	16	31	38	22	30	38	48	58
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	38	284.7	189.7	239.3	270.8	349.6	381.2
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	10	22.3	---	0.6	3.0	38.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	38	293.3	190.5	250.2	272.4	357.8	398.9
Actual Total Direct Compensation (Incl LTI)	18	38	382.6	197.2	275.5	377.0	511.7	545.7
Total Compensation (Incl Perqs)	18	38	393.3	199.2	277.5	388.1	529.2	563.1
TARGET COMPENSATION								
Target Bonus Amount	17	37	64.9	29.3	45.4	65.8	76.6	112.7
Target Bonus as % of Base	17	37	31	18	24	30	33	54
Target Cash Compensation	17	37	276.6	202.0	233.5	271.0	315.5	354.6
Target Total Direct Compensation (Incl LTI)	17	37	360.3	202.0	278.6	334.1	467.3	518.6
Target Total Compensation (Incl Perqs)	17	37	371.3	209.7	291.6	342.1	487.4	533.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	24	124.3	26.3	62.3	139.0	173.5	230.5
LTI as % of Base	13	24	58	13	33	53	89	108
Total Perquisite Amount	15	24	13.0	5.2	7.9	12.1	17.7	24.2
SCOPE VARIABLES								
Company Revenue (millions)	18	38	9,804.9	621.4	2,058.0	4,662.3	18,661.5	32,460.0

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
25% No
75% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics
All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	156	68.7	57.3	63.8	69.1	74.1	83.6
Actual Bonus Amount	25	134	8.2	4.7	6.0	6.8	9.5	13.6
Actual Bonus as % of Base	25	134	12	7	9	11	14	19
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	31	156	75.1	58.5	66.9	74.5	83.5	89.6
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	34	7.7	0.3	1.3	4.6	13.5	23.3
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	156	76.5	58.5	67.4	77.3	84.9	93.1
Actual Total Direct Compensation (Incl LTI)	30	155	79.9	62.9	67.9	78.6	89.2	105.0
Total Compensation (Incl Perqs)	30	155	80.7	62.9	67.9	78.8	89.3	106.5
TARGET COMPENSATION								
Target Bonus Amount	25	135	7.2	4.4	5.6	7.0	8.7	10.6
Target Bonus as % of Base	25	135	10	7	9	10	12	15
Target Cash Compensation	29	154	75.8	62.1	69.1	76.6	82.6	90.8
Target Total Direct Compensation (Incl LTI)	29	154	78.0	62.1	69.2	77.4	90.0	94.3
Target Total Compensation (Incl Perqs)	29	154	78.8	62.1	69.2	78.4	90.3	95.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	23	12.7	---	4.3	5.8	17.0	---
LTI as % of Base	8	23	18	---	6	8	27	---
Total Perquisite Amount	16	65	1.4	0.3	0.4	0.9	1.9	4.0
SCOPE VARIABLES								
Company Revenue (millions)	31	156	10,370.2	825.6	2,350.5	4,361.7	18,594.3	35,298.4

Bonus Eligibility

16% No
84% Yes

LTI Eligibility

59% No
41% Yes

Hourly Rate Eligibility

98% No
2% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	42	560	82.3	70.0	76.3	80.5	89.3	97.3
Actual Bonus Amount	36	420	10.1	5.9	7.4	9.4	12.4	16.0
Actual Bonus as % of Base	36	420	12	7	10	12	15	18
Hourly Rate	5	66	46	---	41	46	52	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	42	560	90.7	77.4	82.2	90.2	99.5	105.2
Actual Retention Bonus	4	39	16.2	---	---	19.0	---	---
Total Variable Payments – Excl Actual Bonus	16	82	8.4	0.5	1.1	5.6	10.8	29.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	42	560	92.8	78.1	82.7	90.9	99.8	117.8
Actual Total Direct Compensation (Incl LTI)	42	560	96.9	78.1	86.2	93.4	106.2	124.5
Total Compensation (Incl Perqs)	42	560	97.9	78.1	86.2	94.8	106.7	125.2
TARGET COMPENSATION								
Target Bonus Amount	36	394	8.9	4.7	7.5	8.4	10.7	13.0
Target Bonus as % of Base	36	394	11	7	9	10	12	15
Target Cash Compensation	41	529	90.0	76.4	81.1	90.0	99.2	105.1
Target Total Direct Compensation (Incl LTI)	41	529	94.1	77.5	82.0	92.7	105.0	112.9
Target Total Compensation (Incl Perqs)	41	529	95.1	77.5	82.2	94.7	106.0	116.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	118	12.2	4.2	5.8	9.0	19.4	29.8
LTI as % of Base	18	118	14	5	6	11	22	30
Total Perquisite Amount	26	153	1.8	0.3	0.5	1.0	2.3	5.8
SCOPE VARIABLES								
Company Revenue (millions)	42	560	8,831.9	574.1	1,839.4	3,683.2	11,048.2	29,634.1

Bonus Eligibility

16% No
84% Yes

LTI Eligibility

57% No
43% Yes

Hourly Rate Eligibility

93% No
7% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	46	765	98.3	85.4	89.1	98.2	104.8	115.5
Actual Bonus Amount	40	590	14.3	7.3	10.0	13.1	19.0	23.2
Actual Bonus as % of Base	40	590	14	7	10	14	17	22
Hourly Rate	4	61	52	---	---	51	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	46	765	110.1	90.5	101.1	108.4	122.6	130.4
Actual Retention Bonus	4	57	17.3	---	---	19.7	---	---
Total Variable Payments – Excl Actual Bonus	16	123	10.7	0.5	1.0	7.6	20.7	32.0
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	46	765	112.5	90.5	101.2	111.0	125.4	137.2
Actual Total Direct Compensation (Incl LTI)	44	757	120.3	95.4	105.1	118.1	132.2	154.1
Total Compensation (Incl Perqs)	44	757	121.2	96.9	106.0	118.3	134.0	156.1
TARGET COMPENSATION								
Target Bonus Amount	39	625	12.8	8.7	9.4	12.7	15.3	19.1
Target Bonus as % of Base	39	625	13	9	10	12	15	18
Target Cash Compensation	44	731	109.8	95.3	101.0	111.0	118.4	130.5
Target Total Direct Compensation (Incl LTI)	43	728	116.7	96.2	104.5	117.4	128.7	140.7
Target Total Compensation (Incl Perqs)	43	728	117.7	96.8	105.4	118.0	130.0	143.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	180	16.1	5.0	7.9	11.7	21.8	38.2
LTI as % of Base	21	180	16	5	8	12	21	43
Total Perquisite Amount	28	341	1.7	0.3	0.5	1.0	2.4	4.2
SCOPE VARIABLES								
Company Revenue (millions)	46	765	8,260.6	610.2	1,291.4	3,348.2	9,555.7	27,055.7

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

53% No
47% Yes

Hourly Rate Eligibility

96% No
4% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	43	730	121.0	104.9	113.6	120.5	127.3	138.8
Actual Bonus Amount	38	663	20.5	9.8	14.6	20.1	25.9	30.5
Actual Bonus as % of Base	38	663	17	8	12	16	21	25
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	43	730	139.0	119.3	126.9	138.0	150.5	162.3
Actual Retention Bonus	8	96	26.2	---	15.4	19.6	24.6	---
Total Variable Payments – Excl Actual Bonus	18	205	16.8	2.3	4.6	12.3	18.8	40.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	43	730	142.4	119.3	126.9	139.5	155.1	171.8
Actual Total Direct Compensation (Incl LTI)	43	730	152.3	120.5	131.2	146.4	174.5	186.2
Total Compensation (Incl Perqs)	43	730	153.8	120.7	131.2	146.4	176.8	189.8
TARGET COMPENSATION								
Target Bonus Amount	39	648	18.4	12.2	16.0	17.9	21.5	24.9
Target Bonus as % of Base	39	648	15	10	13	15	19	20
Target Cash Compensation	42	700	138.0	120.4	127.7	136.9	148.0	159.8
Target Total Direct Compensation (Incl LTI)	42	700	147.8	120.4	129.2	143.6	165.3	171.9
Target Total Compensation (Incl Perqs)	42	700	149.4	120.5	129.8	144.1	166.4	174.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	24	332	23.4	9.7	11.4	19.6	29.0	48.1
LTI as % of Base	24	332	18	8	9	15	24	39
Total Perquisite Amount	30	266	2.8	0.4	0.7	1.7	4.3	6.1
SCOPE VARIABLES								
Company Revenue (millions)	43	730	8,070.9	524.8	1,300.0	3,316.2	9,346.0	28,989.5

Bonus Eligibility

9% No
91% Yes

LTI Eligibility

47% No
53% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	122	150.8	123.0	136.9	149.8	162.3	185.0
Actual Bonus Amount	18	119	33.4	15.5	25.1	33.5	39.2	48.6
Actual Bonus as % of Base	18	119	22	11	18	21	25	32
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	19	122	182.4	149.7	163.0	188.0	196.6	222.4
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	18	15.3	---	5.7	12.5	28.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	122	186.7	149.7	163.0	189.5	204.3	235.4
Actual Total Direct Compensation (Incl LTI)	19	122	212.2	174.3	188.4	210.7	238.4	271.6
Total Compensation (Incl Perqs)	19	122	213.8	174.3	188.4	211.4	238.4	277.5
TARGET COMPENSATION								
Target Bonus Amount	17	100	28.7	19.1	22.8	29.8	33.8	40.8
Target Bonus as % of Base	17	100	19	14	15	20	22	25
Target Cash Compensation	18	103	178.7	149.1	163.1	180.1	191.0	209.5
Target Total Direct Compensation (Incl LTI)	18	103	203.7	166.5	185.0	200.8	225.9	253.1
Target Total Compensation (Incl Perqs)	18	103	205.4	169.2	185.0	201.2	227.9	258.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	94	37.8	19.2	22.9	30.3	50.0	76.9
LTI as % of Base	15	94	25	13	15	21	36	47
Total Perquisite Amount	11	87	2.8	0.6	1.0	2.8	4.6	5.6
SCOPE VARIABLES								
Company Revenue (millions)	19	122	13,622.5	2,063.0	3,316.2	9,294.8	19,642.0	37,641.0

Bonus Eligibility

5% No
95% Yes

LTI Eligibility

12% No
88% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	17	194.5	---	168.4	191.7	222.0	---
Actual Bonus Amount	4	16	62.8	---	---	58.4	---	---
Actual Bonus as % of Base	4	16	34	---	---	33	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	17	244.7	---	216.8	235.0	277.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	17	250.2	---	228.7	235.0	279.3	---
Actual Total Direct Compensation (Incl LTI)	5	17	320.0	---	256.1	284.2	401.6	---
Total Compensation (Incl Perqs)	5	17	325.8	---	263.5	284.2	408.7	---
TARGET COMPENSATION								
Target Bonus Amount	4	16	44.4	---	---	44.8	---	---
Target Bonus as % of Base	4	16	24	---	---	25	---	---
Target Cash Compensation	5	17	230.0	---	202.0	235.0	255.6	---
Target Total Direct Compensation (Incl LTI)	5	17	299.8	---	229.4	284.2	377.9	---
Target Total Compensation (Incl Perqs)	5	17	305.6	---	236.8	284.2	385.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	15	70.9	---	30.5	49.2	122.3	---
LTI as % of Base	5	15	36	---	18	22	61	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	17	27,455.4	---	14,494.0	31,567.8	38,360.5	---

Bonus Eligibility
20% No
80% Yes

LTI Eligibility
0% No
100% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	24	55.1	---	---	55.5	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	24	58.8	---	---	60.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	24	58.8	---	---	60.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	24	60.7	---	---	60.0	---	---
Total Compensation (Incl Perqs)	4	24	61.0	---	---	60.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	24	58.7	---	---	60.0	---	---
Target Total Direct Compensation (Incl LTI)	4	24	60.6	---	---	60.0	---	---
Target Total Compensation (Incl Perqs)	4	24	60.9	---	---	60.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	24	4,527.1	---	---	3,656.8	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

75% No
25% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AHR – Human Resources
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	104	60.1	52.2	53.0	57.5	67.8	69.2
Actual Bonus Amount	17	86	7.0	3.1	4.3	5.7	10.0	12.8
Actual Bonus as % of Base	17	86	11	6	7	10	15	20
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	20	104	66.0	52.8	58.2	62.9	74.3	79.2
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	22	10.8	---	5.4	7.7	17.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	104	68.1	52.8	58.2	62.9	78.0	94.3
Actual Total Direct Compensation (Incl LTI)	20	104	68.9	52.8	58.2	62.9	78.0	94.8
Total Compensation (Incl Perqs)	20	104	70.0	53.9	58.3	63.6	78.9	97.9
TARGET COMPENSATION								
Target Bonus Amount	17	86	5.5	2.6	3.6	4.5	7.2	10.9
Target Bonus as % of Base	17	86	9	5	6	8	11	15
Target Cash Compensation	20	104	64.7	52.8	57.1	61.7	71.2	77.5
Target Total Direct Compensation (Incl LTI)	20	104	65.6	52.8	57.1	61.7	72.7	84.5
Target Total Compensation (Incl Perqs)	20	104	66.7	53.9	57.2	63.4	72.7	91.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	13	54	1.7	0.3	0.4	0.5	1.7	7.4
SCOPE VARIABLES								
Company Revenue (millions)	20	104	8,740.2	687.1	1,938.7	3,683.2	12,565.0	30,375.2

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

82% No
18% Yes

Hourly Rate Eligibility

88% No
12% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	121	71.0	63.4	65.5	69.9	77.3	79.6
Actual Bonus Amount	17	80	7.5	3.0	5.7	7.0	8.5	15.0
Actual Bonus as % of Base	17	80	11	4	8	10	13	19
Hourly Rate	4	28	34	---	---	34	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	22	121	76.8	66.6	70.2	76.0	82.6	90.5
Actual Retention Bonus	4	9	14.9	---	---	14.8	---	---
Total Variable Payments – Excl Actual Bonus	8	31	8.2	---	1.6	6.4	12.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	121	78.6	66.7	70.2	76.0	84.0	96.5
Actual Total Direct Compensation (Incl LTI)	22	121	84.1	66.7	70.2	76.0	85.8	108.4
Total Compensation (Incl Perqs)	22	121	85.0	66.7	72.6	76.3	87.2	109.0
TARGET COMPENSATION								
Target Bonus Amount	17	80	6.5	2.2	5.4	6.6	7.6	10.4
Target Bonus as % of Base	17	80	9	3	8	10	10	13
Target Cash Compensation	22	121	76.0	65.9	70.1	74.2	81.9	87.0
Target Total Direct Compensation (Incl LTI)	22	121	81.5	65.9	70.1	74.2	84.4	94.6
Target Total Compensation (Incl Perqs)	22	121	82.4	66.1	70.7	75.6	85.5	96.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	6	31.3	---	---	10.0	---	---
LTI as % of Base	4	6	39	---	---	12	---	---
Total Perquisite Amount	14	70	1.5	0.3	0.3	1.4	2.3	3.6
SCOPE VARIABLES								
Company Revenue (millions)	22	121	11,266.2	811.6	1,785.0	4,189.8	21,012.0	35,819.0

Bonus Eligibility

23% No
77% Yes

LTI Eligibility

68% No
32% Yes

Hourly Rate Eligibility

84% No
16% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHR – Human Resources
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	18	75.8	---	64.5	75.7	87.2	---
Actual Bonus Amount	4	12	6.0	---	---	6.1	---	---
Actual Bonus as % of Base	4	12	8	---	---	9	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	18	80.6	---	69.1	82.2	91.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	18	80.6	---	69.1	82.2	91.4	---
Actual Total Direct Compensation (Incl LTI)	5	18	80.8	---	69.1	82.2	91.7	---
Total Compensation (Incl Perqs)	5	18	81.4	---	69.3	84.7	91.8	---
TARGET COMPENSATION								
Target Bonus Amount	4	12	7.2	---	---	7.9	---	---
Target Bonus as % of Base	4	12	10	---	---	11	---	---
Target Cash Compensation	5	18	81.6	---	70.0	82.5	92.7	---
Target Total Direct Compensation (Incl LTI)	5	18	81.7	---	70.0	82.5	93.0	---
Target Total Compensation (Incl Perqs)	5	18	82.4	---	70.2	85.0	93.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	18	13,701.9	---	2,127.3	3,316.2	30,469.4	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
20% No	80% No	80% No	20% Yes	80% No	20% Yes
80% Yes					

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AHS – Environmental, Health and Safety
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	99	130.8	113.5	121.5	130.7	139.4	151.7
Actual Bonus Amount	17	69	22.7	14.3	16.4	23.6	26.7	32.1
Actual Bonus as % of Base	17	69	17	11	14	16	20	23
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	21	99	149.1	117.2	136.8	146.9	165.6	177.9
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	34	19.4	0.4	3.0	21.1	39.5	40.3
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	99	156.1	117.2	138.2	149.9	181.6	199.1
Actual Total Direct Compensation (Incl LTI)	21	99	164.9	117.2	138.2	157.1	204.3	215.2
Total Compensation (Incl Perqs)	21	99	167.8	121.1	138.4	165.2	204.5	215.6
TARGET COMPENSATION								
Target Bonus Amount	18	75	18.7	11.1	12.5	19.4	24.3	27.8
Target Bonus as % of Base	18	75	14	10	10	15	17	19
Target Cash Compensation	20	98	147.9	124.8	130.9	145.9	160.6	180.4
Target Total Direct Compensation (Incl LTI)	20	98	155.3	124.8	133.3	149.3	171.5	201.5
Target Total Compensation (Incl Perqs)	20	98	157.1	125.5	133.9	154.6	171.5	201.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	34	23.1	12.1	15.4	22.8	30.4	35.1
LTI as % of Base	10	34	17	9	12	15	23	28
Total Perquisite Amount	14	47	4.3	0.3	0.4	0.8	4.7	19.8
SCOPE VARIABLES								
Company Revenue (millions)	21	99	12,228.8	605.7	1,973.5	4,963.0	21,992.5	37,359.0

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

49% No
51% Yes

Hourly Rate Eligibility

99% No
1% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	262	153.9	126.0	138.0	152.9	165.0	174.4
Actual Bonus Amount	34	213	36.0	13.5	25.7	35.3	48.6	56.2
Actual Bonus as % of Base	34	213	23	11	18	23	30	36
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	39	262	184.8	138.0	162.8	181.5	205.4	228.4
Actual Retention Bonus	6	10	19.8	---	19.6	20.0	20.0	---
Total Variable Payments – Excl Actual Bonus	17	52	15.6	0.5	1.0	13.9	28.0	38.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	262	189.1	139.3	164.1	184.7	219.6	232.8
Actual Total Direct Compensation (Incl LTI)	39	262	213.7	139.3	173.7	197.9	255.0	287.9
Total Compensation (Incl Perqs)	39	262	216.5	139.5	175.7	197.9	257.5	288.2
TARGET COMPENSATION								
Target Bonus Amount	36	226	30.9	15.4	21.5	30.4	36.1	44.4
Target Bonus as % of Base	36	226	20	10	15	20	22	26
Target Cash Compensation	39	262	181.9	140.7	162.6	177.2	199.9	245.1
Target Total Direct Compensation (Incl LTI)	39	262	206.5	140.7	164.5	197.1	250.0	278.1
Target Total Compensation (Incl Perqs)	39	262	209.3	140.9	164.9	200.6	250.3	284.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	26	138	43.3	14.5	22.8	36.0	48.5	85.3
LTI as % of Base	26	138	28	10	15	20	28	53
Total Perquisite Amount	33	152	4.4	0.3	1.0	2.9	7.2	9.0
SCOPE VARIABLES								
Company Revenue (millions)	39	262	7,987.2	518.0	796.1	3,084.0	9,346.0	31,567.8

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

36% No
64% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AHS – Environmental, Health and Safety
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	110	180.9	133.3	163.8	181.5	202.4	224.1
Actual Bonus Amount	30	98	57.3	30.1	42.5	58.0	70.4	86.6
Actual Bonus as % of Base	30	98	31	17	22	33	37	45
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	34	110	231.5	146.2	207.6	230.7	269.4	297.7
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	13	14.9	---	3.0	7.9	25.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	110	233.0	146.2	208.3	235.5	269.8	299.0
Actual Total Direct Compensation (Incl LTI)	32	108	300.5	163.8	229.0	292.0	371.8	409.0
Total Compensation (Incl Perqs)	32	108	308.3	164.1	254.6	295.7	378.1	418.2
TARGET COMPENSATION								
Target Bonus Amount	31	98	45.7	23.7	40.2	46.2	54.9	65.6
Target Bonus as % of Base	31	98	25	16	25	25	30	30
Target Cash Compensation	33	103	223.6	148.0	205.7	222.9	255.3	273.1
Target Total Direct Compensation (Incl LTI)	31	101	288.0	166.4	209.7	285.6	343.1	412.5
Target Total Compensation (Incl Perqs)	31	101	295.8	166.4	235.9	294.2	350.2	414.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	85	83.0	38.8	48.3	67.9	102.7	155.5
LTI as % of Base	25	85	42	20	26	33	51	84
Total Perquisite Amount	27	84	9.4	0.9	2.2	8.0	12.3	17.7
SCOPE VARIABLES								
Company Revenue (millions)	34	110	9,661.0	762.6	2,008.2	3,683.2	14,944.2	31,209.8

Bonus Eligibility

6% No
94% Yes

LTI Eligibility

20% No
80% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AHS – Environmental, Health and Safety
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	25	210.5	146.8	185.0	220.0	237.5	253.7
Actual Bonus Amount	12	24	77.3	39.0	49.0	74.2	99.8	123.1
Actual Bonus as % of Base	12	24	36	21	25	36	46	52
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	25	281.8	176.3	236.3	276.0	346.4	369.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	25	283.4	176.3	236.3	293.5	346.7	370.8
Actual Total Direct Compensation (Incl LTI)	13	25	408.7	176.3	301.3	416.9	542.8	574.0
Total Compensation (Incl Perqs)	13	25	422.3	183.4	312.5	446.9	549.1	590.2
TARGET COMPENSATION								
Target Bonus Amount	12	24	57.8	18.4	37.9	59.5	76.2	89.8
Target Bonus as % of Base	12	24	27	10	21	30	34	39
Target Cash Compensation	12	24	268.4	177.2	214.4	274.1	318.7	335.1
Target Total Direct Compensation (Incl LTI)	12	24	391.0	177.2	287.4	428.1	500.2	564.1
Target Total Compensation (Incl Perqs)	12	24	402.9	181.8	294.3	442.9	518.8	570.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	19	148.1	37.2	81.0	151.6	207.3	246.3
LTI as % of Base	11	19	67	17	48	60	98	107
Total Perquisite Amount	12	19	14.8	2.3	12.0	14.7	17.9	28.9
SCOPE VARIABLES								
Company Revenue (millions)	13	25	11,432.2	943.4	2,053.0	5,162.0	19,252.5	36,921.1

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No	23% No	100% No	0% Yes		
100% Yes	77% Yes				

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

Function : AHS – Environmental, Health and Safety
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	80	68.6	57.1	61.3	70.1	73.8	79.3
Actual Bonus Amount	16	75	8.1	3.0	4.3	8.1	11.2	13.2
Actual Bonus as % of Base	16	75	12	4	7	12	16	18
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	20	80	75.1	61.6	66.7	76.3	86.1	90.6
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	22	13.7	---	5.0	13.1	20.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	80	77.7	61.6	67.2	79.7	87.7	95.3
Actual Total Direct Compensation (Incl LTI)	20	80	82.1	61.6	67.8	80.1	94.5	108.8
Total Compensation (Incl Perqs)	20	80	83.9	61.6	68.2	80.5	94.6	110.8
TARGET COMPENSATION								
Target Bonus Amount	15	70	7.7	2.8	6.0	8.6	9.9	10.6
Target Bonus as % of Base	15	70	11	4	9	12	15	16
Target Cash Compensation	19	75	74.8	61.3	67.0	76.3	83.7	90.0
Target Total Direct Compensation (Incl LTI)	19	75	79.4	61.3	67.8	77.4	84.7	106.8
Target Total Compensation (Incl Perqs)	19	75	81.2	61.3	67.9	77.7	86.5	108.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	30	14.5	---	3.1	5.5	22.0	---
LTI as % of Base	7	30	21	---	5	8	29	---
Total Perquisite Amount	12	57	3.7	0.3	0.4	0.9	3.0	19.4
SCOPE VARIABLES								
Company Revenue (millions)	20	80	13,147.3	754.7	2,437.9	5,471.4	23,752.0	37,500.0

Bonus Eligibility
20% No
80% Yes

LTI Eligibility
66% No
34% Yes

Hourly Rate Eligibility
95% No
5% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	40	351	86.0	73.1	78.5	84.4	91.5	108.8
Actual Bonus Amount	32	287	10.0	4.6	6.9	8.8	12.7	18.1
Actual Bonus as % of Base	32	287	11	6	8	11	15	18
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	40	351	94.0	74.7	83.7	92.3	103.1	121.9
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	14	80	12.4	0.6	0.9	7.5	26.2	30.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	40	351	96.0	74.7	83.7	93.3	106.1	121.9
Actual Total Direct Compensation (Incl LTI)	39	346	101.1	79.8	86.1	97.7	112.7	137.8
Total Compensation (Incl Perqs)	39	346	102.3	79.9	86.1	98.6	112.7	141.3
TARGET COMPENSATION								
Target Bonus Amount	31	267	9.8	5.4	7.6	9.5	12.5	13.7
Target Bonus as % of Base	31	267	11	8	10	10	13	15
Target Cash Compensation	39	328	93.9	74.1	83.9	92.5	101.4	120.6
Target Total Direct Compensation (Incl LTI)	38	323	98.9	80.0	85.5	95.5	105.9	130.3
Target Total Compensation (Incl Perqs)	38	323	100.0	81.1	85.6	95.7	107.1	132.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	78	13.3	4.7	6.3	8.6	14.1	39.7
LTI as % of Base	15	78	15	5	8	11	15	40
Total Perquisite Amount	27	181	3.0	0.3	0.5	1.0	3.0	8.0
SCOPE VARIABLES								
Company Revenue (millions)	40	351	8,820.0	430.5	1,938.7	3,741.4	12,774.7	29,956.0

Bonus Eligibility

20% No
80% Yes

LTI Eligibility

56% No
44% Yes

Hourly Rate Eligibility

92% No
7% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.

2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : AHS – Environmental, Health and Safety
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	49	787	101.8	86.0	92.8	103.5	110.2	114.6
Actual Bonus Amount	39	596	14.2	7.3	9.1	12.8	18.9	26.5
Actual Bonus as % of Base	39	596	14	7	10	12	19	23
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	49	787	112.9	92.6	101.9	112.5	123.0	130.1
Actual Retention Bonus	6	51	21.6	---	16.1	18.5	25.1	---
Total Variable Payments – Excl Actual Bonus	27	183	12.3	0.7	1.5	9.1	16.3	33.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	49	787	115.8	92.6	103.2	116.2	127.3	136.8
Actual Total Direct Compensation (Incl LTI)	47	783	123.8	96.2	107.8	123.1	134.3	155.4
Total Compensation (Incl Perqs)	47	783	125.5	97.8	107.8	126.1	136.3	159.5
TARGET COMPENSATION								
Target Bonus Amount	39	594	13.1	6.3	9.7	13.2	15.8	18.4
Target Bonus as % of Base	39	594	13	7	10	12	15	18
Target Cash Compensation	48	752	112.3	90.5	103.8	113.5	122.5	129.0
Target Total Direct Compensation (Incl LTI)	46	748	120.2	94.6	105.5	119.7	130.9	146.5
Target Total Compensation (Incl Perqs)	46	748	121.5	95.4	106.8	120.2	132.4	149.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	273	16.2	4.1	7.7	10.4	23.2	36.1
LTI as % of Base	25	273	15	4	8	11	20	37
Total Perquisite Amount	33	415	3.6	0.3	0.5	1.1	4.7	11.9
SCOPE VARIABLES								
Company Revenue (millions)	49	787	7,152.5	400.0	767.6	2,830.0	8,383.6	25,122.0

Bonus Eligibility
21% No
79% Yes

LTI Eligibility
46% No
54% Yes

Hourly Rate Eligibility
96% No
4% Yes

All values in Canadian Dollar
Effective date April 01, 2015
Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

©2015 Towers Watson. Confidential – for the internal use of survey participants only. This report and any data it contains may only be used by participants to support their internal human resources and management organizations. Use of this report or any data it contains for any other purpose (including employee newsletters and other internal publications) or by any other party is strictly prohibited without Towers Watson's prior written consent. This report and the data analysis and know-how embodied in it are the confidential and proprietary work product of Towers Watson which owns all related intellectual property rights.