

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



Function : ARE – Real Estate and Facilities
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	20	191.1	---	164.0	190.4	221.0	---
Actual Bonus Amount	8	16	54.5	---	38.3	58.5	73.1	---
Actual Bonus as % of Base	8	16	30	---	21	28	43	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	20	239.3	---	198.3	243.1	279.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	20	242.3	---	211.5	243.1	279.9	---
Actual Total Direct Compensation (Incl LTI)	9	20	324.3	---	268.9	340.7	375.4	---
Total Compensation (Incl Perqs)	9	20	333.0	---	272.2	348.9	383.1	---
TARGET COMPENSATION								
Target Bonus Amount	7	11	51.3	---	43.0	52.9	57.6	---
Target Bonus as % of Base	7	11	28	---	25	25	32	---
Target Cash Compensation	8	14	240.4	---	217.4	242.5	269.6	---
Target Total Direct Compensation (Incl LTI)	8	14	328.9	---	293.0	323.9	358.5	---
Target Total Compensation (Incl Perqs)	8	14	336.0	---	293.3	336.3	366.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	18	85.1	---	50.3	67.8	118.7	---
LTI as % of Base	9	18	49	---	25	30	58	---
Total Perquisite Amount	8	16	10.4	---	6.8	8.1	14.8	---
SCOPE VARIABLES								
Company Revenue (millions)	9	20	13,338.7	---	2,248.0	5,162.0	27,547.0	---

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

15% No
85% 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

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August 2015
TOTAL SAMPLE



Function : ARE – Real Estate and Facilities
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	43	53.0	---	45.9	53.9	59.8	---
Actual Bonus Amount	7	22	5.9	---	4.9	6.5	6.6	---
Actual Bonus as % of Base	7	22	12	---	8	11	14	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	43	57.8	---	51.9	59.6	63.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	43	59.1	---	53.6	59.9	63.8	---
Actual Total Direct Compensation (Incl LTI)	8	43	65.1	---	53.8	62.4	70.4	---
Total Compensation (Incl Perqs)	8	43	66.1	---	53.8	63.8	71.8	---
TARGET COMPENSATION								
Target Bonus Amount	7	23	5.4	---	4.1	5.2	6.3	---
Target Bonus as % of Base	7	23	11	---	8	10	12	---
Target Cash Compensation	8	43	57.7	---	51.3	59.2	63.5	---
Target Total Direct Compensation (Incl LTI)	8	43	63.6	---	53.9	60.5	68.0	---
Target Total Compensation (Incl Perqs)	8	43	64.6	---	54.1	62.3	68.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	6	37	1.3	---	0.4	1.2	2.3	---
SCOPE VARIABLES								
Company Revenue (millions)	8	43	7,947.5	---	1,650.0	4,761.8	16,492.0	---

Bonus Eligibility

13% No
88% Yes

LTI Eligibility

62% No
37% Yes

Hourly Rate Eligibility

88% No
13% Yes

All values in Canadian Dollar

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Company weighted statistics

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



Function : ARE – Real Estate and Facilities
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	143	64.3	54.6	56.2	61.2	70.6	73.7
Actual Bonus Amount	17	123	6.9	2.7	4.0	5.6	9.1	12.6
Actual Bonus as % of Base	17	123	11	5	7	9	14	19
Hourly Rate	4	22	34	---	---	29	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	20	143	70.2	57.6	60.9	66.7	78.9	88.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	143	71.2	57.6	60.9	67.6	79.6	88.6
Actual Total Direct Compensation (Incl LTI)	20	143	74.7	57.6	60.9	70.0	87.4	102.7
Total Compensation (Incl Perqs)	20	143	75.6	58.6	61.0	70.0	87.6	104.2
TARGET COMPENSATION								
Target Bonus Amount	17	123	6.3	2.1	4.4	5.5	8.8	11.6
Target Bonus as % of Base	17	123	10	4	7	9	12	17
Target Cash Compensation	20	143	69.7	57.6	60.9	66.1	79.5	88.5
Target Total Direct Compensation (Incl LTI)	20	143	73.2	57.6	60.9	68.9	85.0	94.7
Target Total Compensation (Incl Perqs)	20	143	74.1	58.5	61.2	69.2	86.5	94.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	64	14.3	---	4.6	11.7	25.2	---
LTI as % of Base	5	64	22	---	7	17	40	---
Total Perquisite Amount	11	91	1.6	0.3	0.3	1.7	2.7	3.8
SCOPE VARIABLES								
Company Revenue (millions)	20	143	9,662.7	494.6	2,188.0	4,286.6	12,774.7	36,389.1

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

68% No
32% Yes

Hourly Rate Eligibility

80% No
20% Yes

All values in Canadian Dollar

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Company weighted statistics

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



Function : ARE – Real Estate and Facilities
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	132	76.9	65.3	69.1	74.3	84.5	96.7
Actual Bonus Amount	15	122	10.7	4.3	7.3	9.8	15.1	17.9
Actual Bonus as % of Base	15	122	14	6	10	14	16	23
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	132	85.7	72.9	74.4	82.6	97.0	110.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	10	12.6	---	---	10.2	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	132	87.2	72.9	74.4	82.6	99.2	111.1
Actual Total Direct Compensation (Incl LTI)	18	132	92.2	72.9	74.4	82.6	110.5	136.4
Total Compensation (Incl Perqs)	18	132	92.8	73.2	75.1	82.8	111.1	138.6
TARGET COMPENSATION								
Target Bonus Amount	15	122	9.3	3.6	6.9	7.8	13.0	15.2
Target Bonus as % of Base	15	122	12	5	10	11	15	19
Target Cash Compensation	18	132	84.6	71.2	74.4	81.2	97.8	110.0
Target Total Direct Compensation (Incl LTI)	18	132	89.6	71.2	74.4	81.2	110.1	120.5
Target Total Compensation (Incl Perqs)	18	132	90.3	71.2	75.2	81.5	110.2	122.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	51	19.0	---	4.7	14.5	35.5	---
LTI as % of Base	5	51	24	---	6	17	47	---
Total Perquisite Amount	12	86	1.0	0.3	0.4	0.8	1.6	2.2
SCOPE VARIABLES								
Company Revenue (millions)	18	132	13,912.3	285.6	3,027.0	8,383.6	26,733.5	37,925.9

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

64% No
36% Yes

Hourly Rate Eligibility

94% No
6% Yes

All values in Canadian Dollar

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Company weighted statistics

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	43	96.9	73.0	86.2	97.9	107.7	120.9
Actual Bonus Amount	9	39	17.2	---	9.3	18.6	24.2	---
Actual Bonus as % of Base	9	39	17	---	9	18	23	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	43	110.9	74.9	86.2	120.6	129.8	133.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	11	16.8	---	---	14.6	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	43	116.5	74.9	86.2	127.2	135.1	159.3
Actual Total Direct Compensation (Incl LTI)	11	43	129.5	74.9	86.2	139.2	160.2	182.6
Total Compensation (Incl Perqs)	11	43	130.9	76.9	86.2	139.6	162.4	186.6
TARGET COMPENSATION								
Target Bonus Amount	9	39	14.9	---	12.2	15.9	18.8	---
Target Bonus as % of Base	9	39	15	---	12	15	20	---
Target Cash Compensation	11	43	109.1	74.6	86.2	117.5	127.0	135.1
Target Total Direct Compensation (Incl LTI)	11	43	122.0	74.6	86.2	127.8	152.9	156.4
Target Total Compensation (Incl Perqs)	11	43	123.4	75.9	86.2	128.2	153.5	159.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	19	34.9	---	17.1	25.4	53.8	---
LTI as % of Base	6	19	34	---	15	23	58	---
Total Perquisite Amount	6	32	2.5	---	0.4	2.2	4.7	---
SCOPE VARIABLES								
Company Revenue (millions)	11	43	12,593.6	575.2	1,904.0	9,294.8	19,642.0	38,705.6

Bonus Eligibility

18% No
82% Yes

LTI Eligibility

45% No
55% Yes

Hourly Rate Eligibility

82% No
18% Yes

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	18	161.1	---	138.7	163.8	197.1	---
Actual Bonus Amount	5	12	38.5	---	14.7	42.9	60.1	---
Actual Bonus as % of Base	5	12	23	---	10	25	34	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	18	193.2	---	159.8	204.6	224.6	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	18	195.9	---	169.4	204.6	226.9	---
Actual Total Direct Compensation (Incl LTI)	6	18	246.1	---	190.3	252.8	299.6	---
Total Compensation (Incl Perqs)	6	18	246.2	---	190.5	253.0	299.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	12	30.7	---	14.6	33.9	45.3	---
Target Bonus as % of Base	5	12	18	---	11	20	25	---
Target Cash Compensation	6	18	186.7	---	159.7	193.6	215.8	---
Target Total Direct Compensation (Incl LTI)	6	18	236.9	---	180.6	240.1	291.0	---
Target Total Compensation (Incl Perqs)	6	18	237.0	---	180.8	240.3	291.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	13	64.5	---	38.8	60.3	92.4	---
LTI as % of Base	5	13	36	---	25	33	48	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	18	22,875.4	---	8,504.5	22,602.9	37,295.8	---

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

7% No
93% Yes

Hourly Rate Eligibility

100% No
0% Yes

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

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	15	91.8	---	---	87.8	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	15	101.2	---	---	104.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	15	101.6	---	---	105.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	15	103.0	---	---	108.5	---	---
Total Compensation (Incl Perqs)	4	15	103.1	---	---	108.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	15	98.8	---	---	100.0	---	---
Target Total Direct Compensation (Incl LTI)	4	15	100.2	---	---	102.9	---	---
Target Total Compensation (Incl Perqs)	4	15	100.3	---	---	103.1	---	---
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	15	30,481.7	---	---	33,899.4	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

--- No
--- Yes

Hourly Rate Eligibility

100% No
0% Yes

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Position Summary Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	127	110.1	---	---	110.4	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	127	123.0	---	---	122.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	127	123.3	---	---	122.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	127	126.1	---	---	126.3	---	---
Total Compensation (Incl Perqs)	4	127	126.2	---	---	126.3	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	127	119.5	---	---	120.3	---	---
Target Total Direct Compensation (Incl LTI)	4	127	122.4	---	---	123.9	---	---
Target Total Compensation (Incl Perqs)	4	127	122.5	---	---	123.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	127	30,481.7	---	---	33,899.4	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

--- No
--- Yes

Hourly Rate Eligibility

100% No
0% Yes

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	103	134.2	---	118.9	131.4	150.9	---
Actual Bonus Amount	4	102	23.2	---	---	22.0	---	---
Actual Bonus as % of Base	4	102	17	---	---	17	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	103	152.7	---	126.0	161.0	175.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	103	153.1	---	126.0	161.0	176.1	---
Actual Total Direct Compensation (Incl LTI)	5	103	170.4	---	131.7	182.6	203.0	---
Total Compensation (Incl Perqs)	5	103	170.5	---	131.7	182.6	203.2	---
TARGET COMPENSATION								
Target Bonus Amount	4	102	18.5	---	---	20.8	---	---
Target Bonus as % of Base	4	102	14	---	---	16	---	---
Target Cash Compensation	5	103	149.0	---	128.7	157.7	165.0	---
Target Total Direct Compensation (Incl LTI)	5	103	166.4	---	134.4	168.9	197.0	---
Target Total Compensation (Incl Perqs)	5	103	166.4	---	134.5	169.3	197.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	103	26,254.6	---	11,492.0	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

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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	54	161.4	---	---	169.6	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	54	182.9	---	---	190.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	54	186.4	---	---	197.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	54	221.5	---	---	217.4	---	---
Total Compensation (Incl Perqs)	4	54	221.5	---	---	217.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	54	177.4	---	---	189.5	---	---
Target Total Direct Compensation (Incl LTI)	4	54	212.5	---	---	209.5	---	---
Target Total Compensation (Incl Perqs)	4	54	212.5	---	---	209.5	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	0	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	54	24,926.2	---	---	24,934.5	---	---

Bonus Eligibility
25% No
75% Yes

LTI Eligibility
--- No
--- 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	198	116.9	94.0	106.0	118.7	129.4	133.3
Actual Bonus Amount	24	139	19.8	8.1	14.6	19.5	25.2	29.7
Actual Bonus as % of Base	24	139	17	7	12	18	20	26
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	31	198	131.8	102.6	112.1	135.1	144.4	158.8
Actual Retention Bonus	4	26	17.5	---	---	19.9	---	---
Total Variable Payments – Excl Actual Bonus	13	52	13.5	0.7	2.1	9.3	26.1	36.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	198	135.7	102.6	116.8	136.4	149.7	174.6
Actual Total Direct Compensation (Incl LTI)	30	184	143.8	104.2	122.2	141.9	161.1	189.6
Total Compensation (Incl Perqs)	30	184	145.1	106.8	122.4	143.5	161.6	190.2
TARGET COMPENSATION								
Target Bonus Amount	25	146	17.4	8.9	12.8	16.3	20.4	25.8
Target Bonus as % of Base	25	146	15	9	11	15	18	20
Target Cash Compensation	30	190	130.9	102.4	113.2	133.3	143.5	153.3
Target Total Direct Compensation (Incl LTI)	29	176	138.4	103.0	118.8	137.0	150.5	177.9
Target Total Compensation (Incl Perqs)	29	176	139.6	103.4	119.8	139.6	152.7	183.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	60	18.7	5.1	10.5	14.5	29.7	34.7
LTI as % of Base	15	60	15	4	9	15	20	27
Total Perquisite Amount	19	56	2.9	0.3	0.4	0.5	3.7	11.6
SCOPE VARIABLES								
Company Revenue (millions)	31	198	9,526.8	592.2	1,904.0	4,361.7	13,638.0	31,270.9

Bonus Eligibility

20% No
80% 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

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Function : ASC – Supply Chain and Logistics
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	287	144.1	114.2	130.8	148.3	158.9	170.1
Actual Bonus Amount	35	246	34.7	14.8	25.0	33.3	43.6	55.3
Actual Bonus as % of Base	35	246	24	10	19	24	31	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	39	287	174.8	121.0	149.9	182.8	195.3	218.3
Actual Retention Bonus	6	16	18.9	---	17.4	20.0	20.8	---
Total Variable Payments – Excl Actual Bonus	15	63	14.5	0.7	2.0	10.0	23.9	37.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	287	178.6	121.0	150.9	185.6	201.3	220.3
Actual Total Direct Compensation (Incl LTI)	38	285	207.5	130.6	156.4	207.1	235.7	281.6
Total Compensation (Incl Perqs)	38	285	210.0	131.7	157.9	207.7	237.7	287.8
TARGET COMPENSATION								
Target Bonus Amount	37	261	28.7	14.6	21.9	29.2	33.1	39.1
Target Bonus as % of Base	37	261	20	10	16	20	22	25
Target Cash Compensation	39	287	170.8	121.4	145.0	179.3	188.6	204.1
Target Total Direct Compensation (Incl LTI)	38	285	199.7	130.1	159.1	202.1	228.6	261.8
Target Total Compensation (Incl Perqs)	38	285	202.2	132.2	160.2	205.4	231.3	262.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	26	179	43.5	13.3	24.2	30.1	55.0	93.8
LTI as % of Base	26	179	28	11	16	19	35	69
Total Perquisite Amount	28	172	3.8	0.3	0.8	3.0	6.1	8.9
SCOPE VARIABLES								
Company Revenue (millions)	39	287	7,928.7	581.7	1,228.0	3,084.0	9,294.8	31,567.8

Bonus Eligibility

9% No
91% 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

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



Function : ASC – Supply Chain and Logistics
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	32	128	182.1	134.5	165.2	184.8	201.7	214.6
Actual Bonus Amount	28	110	53.6	26.8	40.7	56.1	65.9	74.3
Actual Bonus as % of Base	28	110	29	15	23	30	34	41
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	32	128	229.0	163.1	198.8	236.6	255.4	291.1
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	18	13.3	0.4	1.9	13.2	22.6	30.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	32	128	232.6	163.1	199.5	243.2	266.7	291.1
Actual Total Direct Compensation (Incl LTI)	31	125	296.0	166.6	239.3	309.0	348.6	404.0
Total Compensation (Incl Perqs)	31	125	305.4	168.8	250.3	315.2	349.1	412.6
TARGET COMPENSATION								
Target Bonus Amount	29	104	44.7	26.0	35.9	47.5	53.1	61.6
Target Bonus as % of Base	29	104	24	16	21	25	27	33
Target Cash Compensation	31	118	224.0	159.2	199.0	233.2	254.8	269.5
Target Total Direct Compensation (Incl LTI)	30	115	284.3	180.3	222.5	293.9	329.9	371.6
Target Total Compensation (Incl Perqs)	30	115	293.8	191.5	255.3	299.7	334.5	379.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	89	77.1	24.9	44.9	61.9	96.3	152.1
LTI as % of Base	25	89	41	16	23	30	49	82
Total Perquisite Amount	25	81	11.9	1.6	4.3	8.9	11.2	34.9
SCOPE VARIABLES								
Company Revenue (millions)	32	128	8,864.0	593.0	1,485.7	3,683.2	16,492.0	29,634.1

Bonus Eligibility

6% No
94% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	26	213.6	162.1	185.6	214.2	241.0	261.8
Actual Bonus Amount	13	24	78.6	35.1	61.8	70.5	104.6	127.2
Actual Bonus as % of Base	13	24	36	20	30	33	45	54
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	26	286.6	182.7	255.1	283.8	342.5	377.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	26	287.5	183.9	255.1	288.6	342.5	378.0
Actual Total Direct Compensation (Incl LTI)	14	26	393.1	183.9	315.5	382.3	514.1	578.4
Total Compensation (Incl Perqs)	14	26	403.6	185.6	331.9	382.3	522.9	591.6
TARGET COMPENSATION								
Target Bonus Amount	13	25	66.7	35.4	51.1	64.9	75.9	112.4
Target Bonus as % of Base	13	25	31	22	25	30	30	56
Target Cash Compensation	13	25	279.4	194.1	240.9	281.0	323.1	338.5
Target Total Direct Compensation (Incl LTI)	13	25	383.7	194.1	311.8	370.2	488.9	545.7
Target Total Compensation (Incl Perqs)	13	25	395.0	195.4	330.2	385.7	500.8	555.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	22	134.5	57.5	89.2	122.9	173.1	253.8
LTI as % of Base	11	22	60	28	45	54	66	109
Total Perquisite Amount	10	22	14.6	3.7	11.1	14.9	17.8	27.1
SCOPE VARIABLES								
Company Revenue (millions)	14	26	12,161.5	598.9	1,738.7	8,383.6	19,057.7	36,028.9

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
0% No		14% No		100% No	
100% Yes		86% Yes		0% Yes	

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	219	71.2	55.3	65.2	70.0	78.7	83.7
Actual Bonus Amount	20	168	7.8	4.0	5.4	6.8	10.8	13.3
Actual Bonus as % of Base	20	168	11	6	8	10	15	19
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	29	219	76.5	57.3	70.0	76.6	83.0	92.1
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	50	11.8	0.6	0.9	8.8	23.4	32.0
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	219	79.4	57.3	70.7	79.2	91.0	100.6
Actual Total Direct Compensation (Incl LTI)	28	217	80.9	57.1	71.8	79.5	92.5	104.7
Total Compensation (Incl Perqs)	28	217	81.6	57.1	71.9	80.3	94.8	104.7
TARGET COMPENSATION								
Target Bonus Amount	20	168	7.3	3.8	6.0	7.1	8.6	10.8
Target Bonus as % of Base	20	168	11	6	9	10	13	15
Target Cash Compensation	28	218	76.6	57.2	70.0	77.1	82.5	92.0
Target Total Direct Compensation (Incl LTI)	27	216	78.1	57.0	72.8	79.5	83.7	92.1
Target Total Compensation (Incl Perqs)	27	216	78.8	57.0	73.6	80.0	85.2	93.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	55	7.0	---	4.1	5.7	9.4	---
LTI as % of Base	6	55	11	---	6	8	15	---
Total Perquisite Amount	15	75	1.3	0.3	0.5	1.0	2.2	3.0
SCOPE VARIABLES								
Company Revenue (millions)	29	219	10,772.7	570.9	2,486.8	5,000.0	18,728.6	34,437.9

Bonus Eligibility

28% No
72% Yes

LTI Eligibility

62% No
38% Yes

Hourly Rate Eligibility

97% No
3% Yes

All values in Canadian Dollar

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Company weighted statistics

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	36	634	81.8	69.9	76.0	82.9	86.6	96.3
Actual Bonus Amount	30	515	10.0	4.1	7.3	8.7	14.0	16.2
Actual Bonus as % of Base	30	515	12	5	9	11	17	19
Hourly Rate	4	28	39	---	---	40	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	36	634	90.1	74.2	81.8	89.5	98.4	104.8
Actual Retention Bonus	4	65	17.2	---	---	17.4	---	---
Total Variable Payments – Excl Actual Bonus	14	120	14.2	0.3	1.7	8.4	15.7	55.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	634	93.9	75.6	84.3	90.9	99.3	114.8
Actual Total Direct Compensation (Incl LTI)	35	628	98.5	77.9	86.6	96.4	101.6	129.8
Total Compensation (Incl Perqs)	35	628	99.6	78.8	88.0	97.4	102.1	131.5
TARGET COMPENSATION								
Target Bonus Amount	30	480	8.8	3.9	6.7	8.6	10.8	12.8
Target Bonus as % of Base	30	480	11	5	9	10	13	15
Target Cash Compensation	35	582	89.5	74.0	83.5	88.9	97.7	102.7
Target Total Direct Compensation (Incl LTI)	34	576	93.9	76.7	86.4	93.9	99.0	112.6
Target Total Compensation (Incl Perqs)	34	576	95.0	78.2	87.3	95.3	99.9	114.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	227	11.5	3.2	4.4	8.0	15.3	32.9
LTI as % of Base	13	227	15	4	5	11	18	46
Total Perquisite Amount	24	240	2.0	0.3	0.5	1.1	3.1	5.2
SCOPE VARIABLES								
Company Revenue (millions)	36	634	9,058.3	578.4	1,938.7	4,114.8	9,975.2	32,608.2

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

60% No
40% Yes

Hourly Rate Eligibility

90% No
10% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	653	101.1	86.0	93.6	100.3	105.4	120.1
Actual Bonus Amount	33	485	14.5	6.3	9.3	14.8	18.5	26.3
Actual Bonus as % of Base	33	485	14	6	10	14	20	24
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	39	653	113.3	93.5	102.4	112.8	121.0	128.1
Actual Retention Bonus	4	23	17.8	---	---	19.9	---	---
Total Variable Payments – Excl Actual Bonus	15	160	11.8	0.5	0.9	8.3	18.1	31.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	653	115.2	93.5	102.4	112.9	124.6	140.6
Actual Total Direct Compensation (Incl LTI)	38	647	121.3	93.6	105.7	120.2	129.8	153.6
Total Compensation (Incl Perqs)	38	647	122.6	96.7	107.0	120.8	130.7	155.4
TARGET COMPENSATION								
Target Bonus Amount	34	457	12.8	5.8	9.8	12.4	14.7	20.2
Target Bonus as % of Base	34	457	13	6	10	12	15	19
Target Cash Compensation	38	608	112.4	94.2	102.2	113.3	119.7	127.3
Target Total Direct Compensation (Incl LTI)	37	602	118.4	95.1	104.8	120.3	127.7	147.5
Target Total Compensation (Incl Perqs)	37	602	119.7	95.3	107.2	121.1	130.3	149.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	240	15.0	4.6	8.1	10.9	23.9	30.9
LTI as % of Base	20	240	15	5	8	11	24	30
Total Perquisite Amount	25	266	3.0	0.4	0.5	2.0	4.7	8.5
SCOPE VARIABLES								
Company Revenue (millions)	39	653	9,405.9	705.4	2,063.0	4,211.6	13,638.0	31,567.8

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
12% No	48% No	95% No
88% Yes	52% Yes	5% Yes

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

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	35	538	121.0	97.4	113.2	120.8	131.5	144.5
Actual Bonus Amount	30	447	22.5	9.5	15.8	23.1	29.5	33.0
Actual Bonus as % of Base	30	447	18	8	13	18	24	30
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	35	538	140.3	108.8	128.9	141.0	152.5	166.2
Actual Retention Bonus	4	23	19.1	---	---	19.3	---	---
Total Variable Payments – Excl Actual Bonus	16	96	15.4	0.5	2.6	14.3	25.2	33.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	35	538	143.1	108.8	129.8	142.8	157.8	174.3
Actual Total Direct Compensation (Incl LTI)	34	530	156.3	114.7	136.5	151.2	181.0	201.1
Total Compensation (Incl Perqs)	34	530	157.7	114.7	136.9	152.0	181.3	205.6
TARGET COMPENSATION								
Target Bonus Amount	30	379	19.7	14.4	16.9	19.9	22.8	25.5
Target Bonus as % of Base	30	379	16	12	14	15	20	20
Target Cash Compensation	34	462	138.3	104.9	131.0	138.3	150.8	166.3
Target Total Direct Compensation (Incl LTI)	33	454	151.1	110.0	135.7	150.7	170.4	186.9
Target Total Compensation (Incl Perqs)	33	454	152.5	110.0	136.0	150.7	171.8	193.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	22	321	23.8	8.4	11.4	22.0	37.5	45.0
LTI as % of Base	22	321	19	7	9	17	27	34
Total Perquisite Amount	22	256	3.7	0.4	0.7	1.7	4.7	8.7
SCOPE VARIABLES								
Company Revenue (millions)	35	538	9,703.1	563.0	2,433.0	4,361.7	13,638.0	32,859.3

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
12% No	39% No	100% No
88% 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

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2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
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Function : ASC – Supply Chain and Logistics
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	102	152.0	118.6	142.1	155.3	162.3	175.4
Actual Bonus Amount	20	89	33.7	18.5	24.8	33.1	42.8	51.0
Actual Bonus as % of Base	20	89	22	12	16	20	27	33
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	22	102	182.6	149.0	162.9	180.5	199.5	226.4
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	7	11.2	---	0.9	11.6	19.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	102	184.7	149.0	164.5	183.5	199.5	229.6
Actual Total Direct Compensation (Incl LTI)	21	101	214.8	164.5	176.2	210.6	238.6	299.0
Total Compensation (Incl Perqs)	21	101	217.1	164.8	176.6	210.6	239.8	303.2
TARGET COMPENSATION								
Target Bonus Amount	19	73	29.4	20.5	23.9	29.0	34.3	38.6
Target Bonus as % of Base	19	73	19	15	15	20	20	25
Target Cash Compensation	21	86	179.0	138.9	167.5	183.1	192.6	207.5
Target Total Direct Compensation (Incl LTI)	20	85	208.3	158.0	175.2	208.7	234.2	272.6
Target Total Compensation (Incl Perqs)	20	85	210.6	158.5	175.2	208.8	237.5	278.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	70	37.3	15.1	22.4	32.1	52.2	72.5
LTI as % of Base	17	70	23	11	15	20	31	44
Total Perquisite Amount	14	60	3.8	0.3	0.7	2.2	6.1	11.4
SCOPE VARIABLES								
Company Revenue (millions)	22	102	12,188.0	764.5	2,575.5	5,570.9	21,012.0	36,142.1

Bonus Eligibility

9% No
91% 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

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



Function : ASC – Supply Chain and Logistics
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	64	65.3	---	61.2	66.9	68.6	---
Actual Bonus Amount	6	53	5.2	---	3.0	3.9	8.7	---
Actual Bonus as % of Base	6	53	8	---	4	6	13	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	64	70.4	---	64.9	71.1	74.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	64	73.0	---	67.6	71.1	79.7	---
Actual Total Direct Compensation (Incl LTI)	6	64	75.4	---	68.8	73.0	81.3	---
Total Compensation (Incl Perqs)	6	64	76.5	---	69.2	73.1	82.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	22	4.9	---	3.2	4.7	6.7	---
Target Bonus as % of Base	5	22	8	---	5	8	10	---
Target Cash Compensation	5	22	69.5	---	64.8	70.5	73.6	---
Target Total Direct Compensation (Incl LTI)	5	22	71.7	---	67.2	70.5	76.7	---
Target Total Compensation (Incl Perqs)	5	22	73.0	---	67.5	70.8	79.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	21	1.6	---	---	0.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	64	13,461.1	---	1,548.0	10,846.5	26,733.5	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
0% No	50% No	67% No
100% Yes	50% Yes	33% Yes

All values in Canadian Dollar

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Company weighted statistics

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TOWERS WATSON 

Function : ASC – Supply Chain and Logistics
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	206	73.8	61.5	66.2	74.4	78.8	89.9
Actual Bonus Amount	11	106	8.8	2.9	6.5	8.3	12.3	14.2
Actual Bonus as % of Base	11	106	11	4	7	11	16	19
Hourly Rate	7	108	36	---	30	37	39	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	206	80.2	61.5	68.1	83.4	88.7	100.2
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	22	9.8	---	6.6	10.0	12.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	206	83.0	61.5	68.8	83.4	88.7	112.7
Actual Total Direct Compensation (Incl LTI)	15	206	84.8	61.5	68.8	85.7	88.9	118.6
Total Compensation (Incl Perqs)	15	206	87.2	63.3	68.8	86.2	99.9	121.4
TARGET COMPENSATION								
Target Bonus Amount	10	83	7.5	2.9	6.0	8.2	9.2	10.2
Target Bonus as % of Base	10	83	10	4	7	11	12	13
Target Cash Compensation	14	169	78.6	61.4	66.8	80.4	87.1	99.3
Target Total Direct Compensation (Incl LTI)	14	169	80.3	61.4	66.8	83.4	87.1	104.2
Target Total Compensation (Incl Perqs)	14	169	82.9	63.0	67.5	84.3	93.4	106.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	41	13.4	---	---	9.7	---	---
LTI as % of Base	4	41	19	---	---	13	---	---
Total Perquisite Amount	10	84	4.8	0.3	0.5	2.1	6.6	19.1
SCOPE VARIABLES								
Company Revenue (millions)	15	206	10,426.3	441.6	1,500.0	9,294.8	18,863.0	27,700.3

Bonus Eligibility

27% No
73% Yes

LTI Eligibility

76% No
24% Yes

Hourly Rate Eligibility

62% No
38% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	121	89.0	66.8	75.6	84.7	101.7	118.8
Actual Bonus Amount	12	50	12.3	4.3	7.9	12.5	17.6	18.9
Actual Bonus as % of Base	12	50	14	6	8	15	19	19
Hourly Rate	7	55	45	---	38	45	51	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	16	121	98.3	72.2	79.6	99.2	116.6	129.6
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	11	14.3	---	7.5	15.9	19.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	121	100.9	73.9	79.6	100.5	119.1	139.5
Actual Total Direct Compensation (Incl LTI)	16	121	104.4	75.5	88.7	100.5	119.1	144.1
Total Compensation (Incl Perqs)	16	121	107.1	75.9	88.9	101.2	128.8	145.2
TARGET COMPENSATION								
Target Bonus Amount	11	44	10.1	4.5	7.3	11.3	12.3	15.7
Target Bonus as % of Base	11	44	11	5	10	12	15	15
Target Cash Compensation	15	115	97.2	71.6	78.8	100.6	111.5	129.7
Target Total Direct Compensation (Incl LTI)	15	115	100.5	75.4	86.7	100.6	111.5	136.0
Target Total Compensation (Incl Perqs)	15	115	103.4	75.8	88.2	102.4	121.8	138.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	23	11.2	---	5.5	7.5	18.7	---
LTI as % of Base	5	23	15	---	7	10	25	---
Total Perquisite Amount	10	55	6.6	0.5	1.3	2.9	9.6	23.4
SCOPE VARIABLES								
Company Revenue (millions)	16	121	10,162.0	527.2	1,635.7	5,471.4	16,693.5	34,244.5

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
25% No		63% No		70% No	
75% Yes		37% Yes		30% Yes	

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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2015 Energy Services MMPS Compensation Survey – Canada
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TOTAL SAMPLE



Function : ASC – Supply Chain and Logistics
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	79	106.2	---	93.5	104.7	118.7	---
Actual Bonus Amount	7	61	16.5	---	12.3	16.2	23.0	---
Actual Bonus as % of Base	7	61	16	---	10	16	22	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	79	119.1	---	112.1	120.0	130.8	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	37	12.8	---	6.8	11.6	19.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	79	123.7	---	113.6	125.8	136.6	---
Actual Total Direct Compensation (Incl LTI)	9	79	129.9	---	116.5	129.7	151.7	---
Total Compensation (Incl Perqs)	9	79	133.4	---	116.6	132.7	151.7	---
TARGET COMPENSATION								
Target Bonus Amount	8	62	13.6	---	10.3	14.4	17.2	---
Target Bonus as % of Base	8	62	13	---	10	15	16	---
Target Cash Compensation	9	79	117.3	---	109.9	115.9	131.7	---
Target Total Direct Compensation (Incl LTI)	9	79	123.5	---	111.1	124.0	137.0	---
Target Total Compensation (Incl Perqs)	9	79	127.1	---	111.3	124.8	144.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	7	16.9	---	9.4	14.8	25.5	---
LTI as % of Base	5	7	16	---	8	12	26	---
Total Perquisite Amount	6	36	7.2	---	0.4	1.9	16.6	---
SCOPE VARIABLES								
Company Revenue (millions)	9	79	15,463.2	---	1,168.1	10,185.0	28,344.9	---

Bonus Eligibility

22% No
78% Yes

LTI Eligibility

33% No
67% Yes

Hourly Rate Eligibility

81% No
19% Yes

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Function : ASC – Supply Chain and Logistics
Level : U1 – Entry (U1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	47	59.2	---	44.0	53.4	76.5	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	47	61.0	---	44.0	53.4	83.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	47	61.1	---	44.0	53.4	83.5	---
Actual Total Direct Compensation (Incl LTI)	6	46	63.3	---	42.5	64.8	83.9	---
Total Compensation (Incl Perqs)	6	46	64.7	---	43.4	65.4	85.3	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	6	46	63.2	---	42.5	65.7	82.8	---
Target Total Direct Compensation (Incl LTI)	6	46	63.2	---	42.5	65.7	82.8	---
Target Total Compensation (Incl Perqs)	6	46	64.6	---	43.4	66.3	84.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	4	30	2.1	---	---	1.1	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	47	1,850.2	---	570.9	1,500.0	2,623.0	---

Bonus Eligibility

57% No
43% Yes

LTI Eligibility

86% No
14% Yes

Hourly Rate Eligibility

71% No
29% Yes

All values in Canadian Dollar

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Function : ASC – Supply Chain and Logistics
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	342	66.4	49.3	53.1	63.5	75.0	88.0
Actual Bonus Amount	11	262	5.1	2.2	3.6	4.7	7.4	8.8
Actual Bonus as % of Base	11	262	7	4	5	7	10	12
Hourly Rate	5	80	33	---	25	30	43	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	342	69.6	49.3	56.2	67.4	79.3	95.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	18	9.1	---	2.0	6.7	18.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	342	71.0	49.5	58.1	67.8	87.1	95.8
Actual Total Direct Compensation (Incl LTI)	18	342	71.3	49.5	58.1	67.8	88.6	95.8
Total Compensation (Incl Perqs)	18	342	72.1	49.5	58.5	68.4	88.8	96.3
TARGET COMPENSATION								
Target Bonus Amount	11	262	5.6	2.4	4.3	5.8	7.0	8.7
Target Bonus as % of Base	11	262	8	4	7	8	10	10
Target Cash Compensation	18	342	69.9	49.3	56.5	65.6	81.4	94.4
Target Total Direct Compensation (Incl LTI)	18	342	70.2	49.3	56.5	66.5	82.3	94.4
Target Total Compensation (Incl Perqs)	18	342	71.0	49.3	56.8	68.0	82.9	96.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	9	69	1.7	---	0.4	0.9	2.9	---
SCOPE VARIABLES								
Company Revenue (millions)	18	342	5,265.6	281.1	579.0	2,343.0	6,086.5	19,247.1

Bonus Eligibility

39% No
61% Yes

LTI Eligibility

76% No
24% Yes

Hourly Rate Eligibility

77% No
23% Yes

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



Function : ASC – Supply Chain and Logistics
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	129	78.0	55.6	63.9	73.0	90.0	106.7
Actual Bonus Amount	12	58	8.4	2.7	4.9	7.8	11.0	14.6
Actual Bonus as % of Base	12	58	12	4	7	10	16	25
Hourly Rate	6	38	35	---	27	36	41	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	17	129	83.1	59.1	70.5	79.4	95.3	110.7
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	42	10.1	---	4.0	5.3	16.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	129	86.4	59.1	70.5	80.5	95.9	133.0
Actual Total Direct Compensation (Incl LTI)	17	129	87.7	59.1	70.5	80.5	95.9	134.1
Total Compensation (Incl Perqs)	17	129	88.4	59.1	70.7	80.9	96.3	135.9
TARGET COMPENSATION								
Target Bonus Amount	12	58	7.1	2.8	5.9	7.0	9.3	9.9
Target Bonus as % of Base	12	58	10	5	8	10	13	15
Target Cash Compensation	17	129	82.6	59.8	68.4	78.8	94.0	110.5
Target Total Direct Compensation (Incl LTI)	17	129	83.9	59.8	68.4	78.8	94.0	123.9
Target Total Compensation (Incl Perqs)	17	129	84.6	60.1	68.7	79.5	94.3	129.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	9	58	1.2	---	0.3	0.5	0.8	---
SCOPE VARIABLES								
Company Revenue (millions)	17	129	9,068.9	508.0	1,128.2	4,018.0	8,409.2	37,082.8

Bonus Eligibility

35% No
65% Yes

LTI Eligibility

76% No
24% Yes

Hourly Rate Eligibility

66% No
34% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	28	91.5	55.1	79.1	91.6	111.0	118.4
Actual Bonus Amount	8	17	11.0	---	7.2	8.8	15.3	---
Actual Bonus as % of Base	8	17	12	---	9	11	17	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	28	99.7	56.3	85.2	101.2	114.9	131.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	7	13.5	---	1.0	11.9	26.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	28	105.7	56.3	93.0	101.5	125.2	154.4
Actual Total Direct Compensation (Incl LTI)	10	28	108.1	56.3	93.6	103.0	127.9	163.1
Total Compensation (Incl Perqs)	10	28	108.8	56.3	94.5	104.3	128.3	163.2
TARGET COMPENSATION								
Target Bonus Amount	8	17	11.3	---	8.2	12.2	12.8	---
Target Bonus as % of Base	8	17	12	---	10	12	15	---
Target Cash Compensation	10	28	100.1	56.1	85.0	102.3	114.2	135.7
Target Total Direct Compensation (Incl LTI)	10	28	102.5	56.1	85.0	102.3	116.4	146.0
Target Total Compensation (Incl Perqs)	10	28	103.2	56.1	85.4	103.7	118.0	146.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	5	9.7	---	---	8.8	---	---
LTI as % of Base	4	5	9	---	---	8	---	---
Total Perquisite Amount	6	14	1.7	---	0.4	0.8	3.3	---
SCOPE VARIABLES								
Company Revenue (millions)	10	28	15,807.8	663.8	2,137.9	8,409.2	32,733.6	40,064.1

Bonus Eligibility
28% No
72% Yes

LTI Eligibility
50% No
50% 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

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

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	111	67.9	---	65.5	72.2	75.0	---
Actual Bonus Amount	6	78	5.9	---	2.6	6.0	8.4	---
Actual Bonus as % of Base	6	78	8	---	4	8	11	---
Hourly Rate	8	88	32	---	32	34	35	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	111	71.8	---	66.9	77.6	81.6	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	111	74.2	---	68.0	77.6	83.6	---
Actual Total Direct Compensation (Incl LTI)	9	111	75.8	---	68.0	77.6	83.6	---
Total Compensation (Incl Perqs)	9	111	78.1	---	69.1	81.5	84.8	---
TARGET COMPENSATION								
Target Bonus Amount	5	45	5.1	---	2.8	6.1	6.9	---
Target Bonus as % of Base	5	45	7	---	4	8	10	---
Target Cash Compensation	8	78	71.1	---	65.7	77.9	80.4	---
Target Total Direct Compensation (Incl LTI)	8	78	72.9	---	65.7	77.9	81.5	---
Target Total Compensation (Incl Perqs)	8	78	75.5	---	68.0	80.4	82.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	5	57	4.9	---	1.1	3.6	9.4	---
SCOPE VARIABLES								
Company Revenue (millions)	9	111	7,436.0	---	1,566.0	2,830.0	11,306.1	---

Bonus Eligibility

35% No
65% Yes

LTI Eligibility

89% No
11% Yes

Hourly Rate Eligibility

11% No
89% Yes

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

All monetary values in thousands – 2015 Accounting Value

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2015 Energy Services MMPS Compensation Survey – Canada
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Function : ASC – Supply Chain and Logistics
Level : W3 – Senior (W3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	66	79.4	---	66.9	81.6	88.1	---
Actual Bonus Amount	4	57	4.1	---	---	3.5	---	---
Actual Bonus as % of Base	4	57	6	---	---	5	---	---
Hourly Rate	6	62	39	---	31	38	45	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	66	81.7	---	70.9	86.1	88.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	66	83.6	---	71.1	86.1	88.1	---
Actual Total Direct Compensation (Incl LTI)	7	66	83.6	---	71.1	86.1	88.1	---
Total Compensation (Incl Perqs)	7	66	85.8	---	71.5	87.1	101.6	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	6	57	80.9	---	66.2	86.1	90.9	---
Target Total Direct Compensation (Incl LTI)	6	57	80.9	---	66.2	86.1	90.9	---
Target Total Compensation (Incl Perqs)	6	57	83.4	---	66.5	86.7	99.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	5	18	3.8	---	0.4	0.6	8.9	---
SCOPE VARIABLES								
Company Revenue (millions)	7	66	10,239.9	---	1,228.0	4,018.0	18,594.3	---

Bonus Eligibility

43% No
57% Yes

LTI Eligibility

100% No
0% Yes

Hourly Rate Eligibility

14% No
86% Yes

All values in Canadian Dollar
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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	218	138.0	106.6	126.9	139.0	145.9	175.6
Actual Bonus Amount	20	159	26.5	15.4	18.6	26.2	33.6	36.9
Actual Bonus as % of Base	20	159	19	11	14	19	23	25
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	24	218	159.9	123.3	135.3	158.9	182.0	202.0
Actual Retention Bonus	4	8	13.0	---	---	11.8	---	---
Total Variable Payments – Excl Actual Bonus	15	83	9.3	0.7	1.8	8.5	13.6	24.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	218	163.0	123.3	135.4	164.6	184.4	203.4
Actual Total Direct Compensation (Incl LTI)	24	218	178.0	123.3	144.3	174.2	205.6	264.7
Total Compensation (Incl Perqs)	24	218	179.4	123.3	144.6	174.5	208.7	271.9
TARGET COMPENSATION								
Target Bonus Amount	20	163	22.6	11.3	16.9	20.8	28.7	37.8
Target Bonus as % of Base	20	163	16	10	13	16	20	23
Target Cash Compensation	23	212	155.7	117.4	134.4	157.5	176.6	194.1
Target Total Direct Compensation (Incl LTI)	23	212	168.5	117.4	141.5	160.7	185.5	228.1
Target Total Compensation (Incl Perqs)	23	212	169.6	117.5	141.9	161.0	185.5	236.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	80	33.3	12.5	14.2	26.4	53.7	64.8
LTI as % of Base	12	80	22	10	11	17	34	39
Total Perquisite Amount	14	79	3.6	0.3	0.3	0.6	2.2	19.7
SCOPE VARIABLES								
Company Revenue (millions)	24	218	9,994.7	459.0	1,943.7	4,662.3	17,355.2	33,899.4

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

46% No
54% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	44	971	167.0	119.0	146.7	164.3	183.5	210.8
Actual Bonus Amount	39	796	42.4	16.3	26.2	40.3	59.2	70.7
Actual Bonus as % of Base	39	796	25	10	16	25	32	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	44	971	204.0	138.8	173.2	200.5	234.9	286.3
Actual Retention Bonus	10	71	23.1	5.3	15.0	20.0	23.8	63.1
Total Variable Payments – Excl Actual Bonus	22	227	16.7	0.7	5.3	16.5	24.4	37.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	44	971	208.2	138.8	177.3	205.7	238.3	293.9
Actual Total Direct Compensation (Incl LTI)	43	962	248.5	143.0	181.1	238.6	303.2	370.1
Total Compensation (Incl Perqs)	43	962	251.4	145.3	181.6	239.8	303.5	375.3
TARGET COMPENSATION								
Target Bonus Amount	39	874	35.8	17.9	23.8	33.0	45.1	59.3
Target Bonus as % of Base	39	874	21	11	16	20	25	30
Target Cash Compensation	43	970	198.3	141.3	162.7	196.7	226.7	267.3
Target Total Direct Compensation (Incl LTI)	42	961	237.5	146.3	171.8	221.8	284.7	338.4
Target Total Compensation (Incl Perqs)	42	961	240.4	147.4	173.1	226.3	289.1	344.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	29	609	61.8	23.4	30.9	41.1	74.1	136.1
LTI as % of Base	29	609	35	15	20	26	37	59
Total Perquisite Amount	35	664	4.5	0.3	1.0	4.0	7.0	11.1
SCOPE VARIABLES								
Company Revenue (millions)	44	971	7,943.9	526.5	1,246.0	3,216.2	9,333.2	28,344.9

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

34% No
66% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar
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2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	42	556	200.5	139.3	167.5	196.5	223.5	248.3
Actual Bonus Amount	37	469	62.5	19.0	43.2	60.4	84.3	105.2
Actual Bonus as % of Base	37	469	31	12	21	31	36	48
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	42	556	255.3	162.8	191.4	259.5	294.0	361.6
Actual Retention Bonus	5	9	29.4	---	13.0	20.0	50.5	---
Total Variable Payments – Excl Actual Bonus	18	91	19.2	0.9	7.5	17.5	29.5	42.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	42	556	259.7	162.8	207.2	261.0	300.9	363.4
Actual Total Direct Compensation (Incl LTI)	42	541	335.2	164.3	224.8	323.5	406.9	568.1
Total Compensation (Incl Perqs)	42	541	343.3	164.3	229.5	329.1	413.8	582.4
TARGET COMPENSATION								
Target Bonus Amount	37	409	52.8	20.3	34.8	53.9	64.3	87.7
Target Bonus as % of Base	37	409	26	14	22	25	30	39
Target Cash Compensation	41	468	248.0	160.9	198.6	248.8	284.1	330.6
Target Total Direct Compensation (Incl LTI)	41	453	321.5	166.4	215.6	305.5	379.5	523.7
Target Total Compensation (Incl Perqs)	41	453	329.7	166.6	225.1	314.8	398.3	538.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	30	391	109.0	28.2	47.0	80.2	157.7	258.0
LTI as % of Base	30	391	52	16	25	37	68	107
Total Perquisite Amount	34	389	10.5	0.9	5.7	8.8	14.0	17.2
SCOPE VARIABLES								
Company Revenue (millions)	42	556	7,837.3	587.7	1,450.0	3,200.1	9,307.6	29,634.1

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

30% No
70% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Company weighted statistics

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

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	133	225.3	168.1	202.7	230.4	255.6	267.6
Actual Bonus Amount	19	124	83.1	30.2	46.5	95.3	111.6	119.0
Actual Bonus as % of Base	19	124	35	14	23	37	45	53
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	22	133	296.2	182.7	230.9	311.0	359.2	383.3
Actual Retention Bonus	4	21	45.1	---	---	44.0	---	---
Total Variable Payments – Excl Actual Bonus	10	33	35.9	1.1	11.5	23.9	67.2	85.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	133	307.9	182.7	254.9	314.8	368.8	419.2
Actual Total Direct Compensation (Incl LTI)	22	133	405.1	182.7	274.2	440.9	526.2	585.1
Total Compensation (Incl Perqs)	22	133	415.4	189.0	279.6	452.0	540.6	600.1
TARGET COMPENSATION								
Target Bonus Amount	20	127	70.1	26.5	42.2	75.0	87.8	124.8
Target Bonus as % of Base	20	127	30	15	24	30	35	49
Target Cash Compensation	21	130	290.6	196.1	242.9	317.4	343.5	368.7
Target Total Direct Compensation (Incl LTI)	21	130	385.0	196.1	244.1	412.3	485.6	579.9
Target Total Compensation (Incl Perqs)	21	130	395.6	199.5	248.7	431.1	497.4	583.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	16	113	135.0	26.7	82.6	124.1	192.8	256.0
LTI as % of Base	16	113	56	13	38	54	75	112
Total Perquisite Amount	19	119	12.2	0.5	7.1	13.3	17.7	21.6
SCOPE VARIABLES								
Company Revenue (millions)	22	133	7,913.8	641.8	1,148.3	4,189.8	9,517.4	27,990.1

Bonus Eligibility

5% No
95% Yes

LTI Eligibility

27% No
73% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

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



Function : AZE – Engineering
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	45	1461	80.5	69.3	74.4	81.2	85.4	91.4
Actual Bonus Amount	33	802	10.2	5.9	7.6	8.6	12.8	16.4
Actual Bonus as % of Base	33	802	12	8	9	11	16	19
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	45	1461	88.0	69.5	79.0	89.6	96.7	101.7
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	19	486	9.7	0.9	2.5	8.1	12.8	27.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	45	1461	89.6	71.8	79.2	89.6	98.9	105.9
Actual Total Direct Compensation (Incl LTI)	44	1460	94.8	71.6	80.5	93.6	103.7	127.5
Total Compensation (Incl Perqs)	44	1460	95.8	73.3	80.9	94.5	104.7	130.0
TARGET COMPENSATION								
Target Bonus Amount	34	756	9.3	5.6	7.6	8.2	11.5	13.8
Target Bonus as % of Base	34	756	11	7	10	10	14	15
Target Cash Compensation	44	1363	87.7	70.0	78.0	90.0	96.1	101.8
Target Total Direct Compensation (Incl LTI)	43	1362	92.6	70.8	78.2	94.0	103.1	119.5
Target Total Compensation (Incl Perqs)	43	1362	93.5	72.1	79.2	94.9	103.7	120.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	465	14.3	4.2	5.0	10.7	26.5	29.7
LTI as % of Base	19	465	17	5	6	13	31	35
Total Perquisite Amount	27	530	2.7	0.3	0.5	0.8	2.8	6.4
SCOPE VARIABLES								
Company Revenue (millions)	45	1461	8,171.8	563.9	1,382.9	3,084.0	9,765.5	27,700.3

Bonus Eligibility

23% No
77% Yes

LTI Eligibility

54% No
46% Yes

Hourly Rate Eligibility

98% No
2% Yes

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Effective date April 01, 2015
Company weighted statistics

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



Function : AZE – Engineering
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	46	1856	90.8	73.8	85.9	91.8	94.8	104.0
Actual Bonus Amount	37	1435	12.7	7.1	9.0	11.6	16.4	20.2
Actual Bonus as % of Base	37	1435	14	8	10	14	17	20
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	46	1856	100.9	76.7	94.0	102.2	109.3	117.5
Actual Retention Bonus	6	201	16.9	---	14.5	17.7	20.0	---
Total Variable Payments – Excl Actual Bonus	23	396	10.2	1.1	2.5	8.3	15.7	25.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	46	1856	103.7	76.7	94.0	102.9	112.9	132.3
Actual Total Direct Compensation (Incl LTI)	45	1852	111.7	83.2	95.8	107.5	125.4	147.4
Total Compensation (Incl Perqs)	45	1852	113.0	85.9	96.3	107.8	127.6	148.8
TARGET COMPENSATION								
Target Bonus Amount	37	1381	11.4	7.3	8.5	11.2	13.8	14.6
Target Bonus as % of Base	37	1381	12	8	10	12	15	15
Target Cash Compensation	45	1767	100.1	78.2	91.9	101.9	107.2	114.6
Target Total Direct Compensation (Incl LTI)	44	1763	107.7	83.2	93.3	107.3	117.4	137.0
Target Total Compensation (Incl Perqs)	44	1763	108.9	85.8	93.4	107.7	118.0	140.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	792	17.3	4.1	6.5	11.7	23.9	42.9
LTI as % of Base	21	792	18	5	7	13	25	42
Total Perquisite Amount	32	963	3.0	0.3	0.5	1.2	3.4	6.9
SCOPE VARIABLES								
Company Revenue (millions)	46	1856	8,116.1	560.1	1,291.4	3,216.2	9,555.7	27,055.7

Bonus Eligibility

18% No
82% 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

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

TOWERS WATSON 

Function : AZE – Engineering
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	52	4286	109.7	93.6	98.6	108.9	116.0	132.6
Actual Bonus Amount	43	2574	17.1	7.6	11.4	16.2	20.5	30.8
Actual Bonus as % of Base	43	2574	15	7	11	15	20	25
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	52	4286	123.7	99.9	109.2	121.9	132.3	150.7
Actual Retention Bonus	12	193	20.3	6.3	14.5	20.0	21.4	40.6
Total Variable Payments – Excl Actual Bonus	29	518	15.5	1.1	3.4	12.0	22.9	33.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	52	4286	126.6	100.0	110.9	124.4	140.9	156.2
Actual Total Direct Compensation (Incl LTI)	51	4201	137.1	102.7	114.4	129.9	154.6	174.2
Total Compensation (Incl Perqs)	51	4201	138.3	104.5	115.1	129.9	156.9	176.8
TARGET COMPENSATION								
Target Bonus Amount	43	2565	15.6	8.9	10.7	15.1	17.2	24.0
Target Bonus as % of Base	43	2565	14	9	10	14	15	20
Target Cash Compensation	51	4164	122.7	100.4	108.3	122.6	132.1	149.5
Target Total Direct Compensation (Incl LTI)	50	4079	132.8	104.2	112.0	126.7	147.3	167.1
Target Total Compensation (Incl Perqs)	50	4079	133.9	104.5	112.6	127.3	147.7	170.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	27	976	23.2	7.3	10.1	16.8	33.9	45.2
LTI as % of Base	27	976	20	7	9	15	28	38
Total Perquisite Amount	36	1222	3.1	0.3	0.5	1.2	4.2	9.0
SCOPE VARIABLES								
Company Revenue (millions)	52	4286	7,420.6	523.1	1,237.4	2,957.0	8,839.2	24,185.4

Bonus Eligibility

18% No
82% Yes

LTI Eligibility

51% No
49% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	50	3598	136.9	112.4	125.1	135.2	147.7	164.3
Actual Bonus Amount	41	2778	26.5	12.0	17.5	25.8	33.6	41.9
Actual Bonus as % of Base	41	2778	19	9	13	19	23	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	50	3598	158.1	124.9	139.4	153.7	173.8	192.4
Actual Retention Bonus	12	350	22.3	8.2	13.3	19.6	24.9	53.4
Total Variable Payments – Excl Actual Bonus	27	770	15.7	1.3	5.7	13.2	25.6	34.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	50	3598	161.5	125.4	141.4	158.9	176.2	203.8
Actual Total Direct Compensation (Incl LTI)	49	3518	179.1	126.8	144.3	175.1	207.1	236.0
Total Compensation (Incl Perqs)	49	3518	180.5	126.8	145.2	176.1	208.1	239.2
TARGET COMPENSATION								
Target Bonus Amount	41	2853	24.7	12.9	18.1	23.0	27.7	33.7
Target Bonus as % of Base	41	2853	18	10	14	16	20	25
Target Cash Compensation	49	3450	157.3	126.4	137.3	154.8	167.3	189.6
Target Total Direct Compensation (Incl LTI)	48	3370	174.5	128.1	141.5	166.3	194.7	226.3
Target Total Compensation (Incl Perqs)	48	3370	175.9	128.4	142.6	166.7	196.4	227.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	29	1688	33.7	12.0	17.4	26.5	40.4	71.7
LTI as % of Base	29	1688	24	9	12	19	28	59
Total Perquisite Amount	36	1607	3.6	0.3	0.5	1.3	5.2	8.8
SCOPE VARIABLES								
Company Revenue (millions)	50	3598	7,588.2	519.7	1,120.0	2,957.0	9,307.6	24,809.8

Bonus Eligibility

18% No
82% 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

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



Function : AZE – Engineering
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	41	1801	167.5	132.4	151.7	166.3	178.5	211.0
Actual Bonus Amount	37	1518	37.4	16.9	27.8	35.5	47.9	61.7
Actual Bonus as % of Base	37	1518	22	10	17	21	27	34
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	41	1801	200.5	159.1	174.3	194.8	225.6	252.0
Actual Retention Bonus	13	130	28.0	7.6	14.8	20.0	28.1	89.3
Total Variable Payments – Excl Actual Bonus	23	332	24.0	5.7	7.8	17.6	33.2	42.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	41	1801	206.4	159.8	176.0	204.3	233.4	269.7
Actual Total Direct Compensation (Incl LTI)	41	1793	242.1	161.1	197.5	233.0	274.6	340.3
Total Compensation (Incl Perqs)	41	1793	244.1	161.9	197.5	234.8	277.4	347.7
TARGET COMPENSATION								
Target Bonus Amount	36	1291	33.4	18.7	24.3	32.9	41.8	48.2
Target Bonus as % of Base	36	1291	20	11	15	20	24	27
Target Cash Compensation	40	1542	197.0	147.1	172.4	197.3	215.0	241.9
Target Total Direct Compensation (Incl LTI)	39	1535	231.3	154.0	186.7	230.2	266.2	324.0
Target Total Compensation (Incl Perqs)	39	1535	233.4	154.3	187.6	231.2	267.2	329.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	30	1302	52.0	22.8	27.5	35.7	64.8	107.5
LTI as % of Base	30	1302	31	13	16	20	34	62
Total Perquisite Amount	32	877	4.0	0.3	0.9	2.7	5.7	7.8
SCOPE VARIABLES								
Company Revenue (millions)	41	1801	8,905.2	544.3	1,690.0	4,018.0	11,911.5	30,278.7

Bonus Eligibility

9% No
91% Yes

LTI Eligibility

29% No
71% 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

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



Function : AZE – Engineering
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	480	200.7	161.2	187.0	200.6	217.5	234.5
Actual Bonus Amount	19	423	55.9	22.3	40.1	56.3	72.3	84.1
Actual Bonus as % of Base	19	423	28	12	21	26	34	47
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	22	480	248.4	198.5	221.5	251.7	280.3	295.3
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	11	64	14.3	0.7	1.0	10.2	25.6	35.3
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	480	251.2	198.6	224.4	251.9	280.3	298.9
Actual Total Direct Compensation (Incl LTI)	22	480	307.3	203.2	253.2	293.3	371.5	426.7
Total Compensation (Incl Perqs)	22	480	312.7	204.1	263.2	295.7	383.5	435.7
TARGET COMPENSATION								
Target Bonus Amount	18	318	50.5	32.1	40.9	49.6	62.5	68.7
Target Bonus as % of Base	18	318	25	19	20	25	30	33
Target Cash Compensation	21	371	244.5	202.6	223.2	241.6	268.2	294.8
Target Total Direct Compensation (Incl LTI)	21	371	300.5	227.4	244.0	285.1	361.7	405.7
Target Total Compensation (Incl Perqs)	21	371	306.1	228.4	250.7	299.8	374.8	414.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	417	72.7	28.1	40.4	53.2	104.2	167.1
LTI as % of Base	18	417	37	16	20	24	47	89
Total Perquisite Amount	17	307	7.2	0.9	1.6	7.9	9.9	15.8
SCOPE VARIABLES								
Company Revenue (millions)	22	480	10,602.1	537.7	2,340.5	5,277.0	19,057.7	31,509.2

Bonus Eligibility

14% No
86% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	38	1344	126.8	104.3	115.9	127.1	141.3	151.3
Actual Bonus Amount	32	961	22.0	10.1	14.8	21.1	28.7	36.4
Actual Bonus as % of Base	32	961	17	8	13	18	21	27
Hourly Rate	4	256	55	---	---	55	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	38	1344	144.8	114.2	130.7	145.3	163.3	173.3
Actual Retention Bonus	7	416	27.8	---	19.4	20.0	26.4	---
Total Variable Payments – Excl Actual Bonus	21	569	17.1	0.7	2.6	16.4	30.0	36.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	38	1344	151.0	114.2	131.5	147.6	175.1	192.5
Actual Total Direct Compensation (Incl LTI)	38	1344	162.6	114.2	134.9	152.6	191.2	223.6
Total Compensation (Incl Perqs)	38	1344	165.2	114.2	135.8	155.8	191.5	239.4
TARGET COMPENSATION								
Target Bonus Amount	31	925	18.5	8.1	14.7	18.8	22.8	26.7
Target Bonus as % of Base	31	925	15	9	12	15	17	20
Target Cash Compensation	37	1298	141.4	112.2	130.0	141.9	154.1	168.5
Target Total Direct Compensation (Incl LTI)	37	1298	151.9	112.2	130.0	151.6	176.9	209.0
Target Total Compensation (Incl Perqs)	37	1298	154.2	112.2	130.8	152.8	178.3	215.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	450	29.1	11.1	15.3	25.4	37.8	52.0
LTI as % of Base	21	450	21	9	12	19	25	38
Total Perquisite Amount	26	437	5.5	0.3	0.5	1.4	6.4	21.8
SCOPE VARIABLES								
Company Revenue (millions)	38	1344	8,737.2	471.9	779.2	3,766.1	11,048.2	31,758.9

Bonus Eligibility

19% No
81% Yes

LTI Eligibility

54% No
46% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	35	480	150.6	121.5	138.9	151.5	162.7	176.3
Actual Bonus Amount	29	418	36.5	15.1	26.7	35.2	47.8	58.3
Actual Bonus as % of Base	29	418	23	10	18	23	29	35
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	35	480	180.7	128.2	157.9	185.6	210.6	222.1
Actual Retention Bonus	8	119	23.6	---	18.1	20.0	31.2	---
Total Variable Payments – Excl Actual Bonus	21	213	17.3	0.8	4.3	15.5	28.3	39.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	35	480	187.1	128.2	163.8	187.1	216.2	236.7
Actual Total Direct Compensation (Incl LTI)	34	476	215.1	134.1	168.2	209.4	249.4	312.8
Total Compensation (Incl Perqs)	34	476	218.8	135.7	169.6	210.0	258.9	316.6
TARGET COMPENSATION								
Target Bonus Amount	30	444	29.5	16.9	21.2	29.7	35.5	45.9
Target Bonus as % of Base	30	444	19	11	15	20	22	25
Target Cash Compensation	35	480	175.9	131.9	159.8	179.9	195.7	211.7
Target Total Direct Compensation (Incl LTI)	34	476	203.6	134.1	163.3	192.6	242.5	271.0
Target Total Compensation (Incl Perqs)	34	476	207.2	139.3	168.2	195.5	245.2	275.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	333	50.3	17.9	27.3	39.7	61.7	119.4
LTI as % of Base	20	333	31	11	17	23	37	75
Total Perquisite Amount	28	284	4.9	0.3	0.8	3.1	5.9	13.9
SCOPE VARIABLES								
Company Revenue (millions)	35	480	8,957.6	477.6	1,500.0	4,018.0	10,185.0	32,839.5

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

42% No
58% 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

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



Function : AZT – Technical Specialty/Skilled Trade
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	42	183.8	138.8	171.9	187.6	199.9	228.2
Actual Bonus Amount	15	38	60.4	17.4	48.7	60.6	74.7	98.6
Actual Bonus as % of Base	15	38	31	11	26	33	38	47
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	17	42	237.1	148.8	210.4	239.6	278.5	309.4
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	12	20.0	---	6.0	19.7	31.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	42	242.1	148.8	214.3	260.8	281.1	309.9
Actual Total Direct Compensation (Incl LTI)	16	40	323.2	164.4	274.8	322.2	387.9	449.5
Total Compensation (Incl Perqs)	16	40	331.1	174.0	279.6	323.5	400.4	460.1
TARGET COMPENSATION								
Target Bonus Amount	15	34	44.6	14.3	35.9	47.7	55.9	63.2
Target Bonus as % of Base	15	34	23	9	20	25	29	31
Target Cash Compensation	16	36	224.5	143.4	205.6	229.3	248.4	293.2
Target Total Direct Compensation (Incl LTI)	15	34	301.0	172.1	256.7	284.4	354.6	428.6
Target Total Compensation (Incl Perqs)	15	34	309.5	180.9	260.3	296.9	371.4	439.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	35	82.6	31.4	46.3	66.3	112.4	173.9
LTI as % of Base	14	35	42	17	24	33	57	85
Total Perquisite Amount	14	33	9.0	0.3	1.0	8.3	14.3	24.4
SCOPE VARIABLES								
Company Revenue (millions)	17	42	9,818.6	751.1	2,053.0	5,000.0	14,524.0	33,352.3

Bonus Eligibility

6% No
94% Yes

LTI Eligibility

12% No
88% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Company weighted statistics

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	25	292	73.4	66.4	68.7	72.4	78.2	83.7
Actual Bonus Amount	21	180	7.1	3.1	4.9	7.0	8.6	13.1
Actual Bonus as % of Base	21	180	10	4	7	9	13	16
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	25	292	79.4	69.0	74.3	78.9	85.5	92.3
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	39	10.0	0.4	1.0	5.4	20.8	28.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	25	292	82.3	69.0	74.3	79.8	89.3	104.5
Actual Total Direct Compensation (Incl LTI)	25	292	85.8	71.2	74.8	82.2	93.4	111.7
Total Compensation (Incl Perqs)	25	292	87.1	71.2	75.4	84.6	93.9	112.5
TARGET COMPENSATION								
Target Bonus Amount	20	172	6.9	2.9	5.4	7.0	8.8	10.1
Target Bonus as % of Base	20	172	9	3	8	10	11	13
Target Cash Compensation	24	282	79.4	70.6	74.0	79.1	85.0	92.9
Target Total Direct Compensation (Incl LTI)	24	282	82.8	70.6	74.0	81.6	88.7	103.4
Target Total Compensation (Incl Perqs)	24	282	84.1	70.6	74.3	83.0	90.2	109.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	43	11.4	---	4.1	5.6	13.4	---
LTI as % of Base	9	43	16	---	5	8	17	---
Total Perquisite Amount	17	221	2.0	0.3	0.4	0.8	2.4	7.2
SCOPE VARIABLES								
Company Revenue (millions)	25	292	11,567.1	515.5	1,584.9	5,162.0	19,252.5	36,795.0

Bonus Eligibility

16% No
84% Yes

LTI Eligibility

60% No
40% 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

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Function : AZT – Technical Specialty/Skilled Trade
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	1065	86.9	72.8	79.1	87.7	93.8	101.0
Actual Bonus Amount	29	486	9.6	4.9	6.5	9.4	11.7	15.7
Actual Bonus as % of Base	29	486	11	7	8	10	15	19
Hourly Rate	9	505	44	---	40	43	50	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	39	1065	94.1	78.4	84.8	95.5	101.0	107.6
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	14	357	12.0	0.5	0.9	9.3	21.4	28.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	1065	96.1	78.4	85.0	97.1	102.8	113.2
Actual Total Direct Compensation (Incl LTI)	38	1055	100.1	83.7	86.9	100.4	108.7	121.3
Total Compensation (Incl Perqs)	38	1055	101.6	83.9	88.1	101.0	111.1	123.4
TARGET COMPENSATION								
Target Bonus Amount	28	435	8.9	3.9	7.2	8.8	11.9	12.5
Target Bonus as % of Base	28	435	10	6	8	10	13	15
Target Cash Compensation	38	1013	93.9	79.0	86.1	94.2	101.4	107.6
Target Total Direct Compensation (Incl LTI)	37	1003	97.7	83.4	87.1	99.1	106.5	111.3
Target Total Compensation (Incl Perqs)	37	1003	99.1	83.8	88.1	100.4	108.4	117.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	160	10.8	3.6	5.1	7.2	11.7	31.2
LTI as % of Base	14	160	13	4	6	8	15	41
Total Perquisite Amount	27	593	3.3	0.3	0.5	1.0	4.3	10.0
SCOPE VARIABLES								
Company Revenue (millions)	39	1065	8,472.2	581.7	1,880.0	3,348.3	9,346.0	31,567.8

Bonus Eligibility
26% No
74% Yes

LTI Eligibility
60% No
40% Yes

Hourly Rate Eligibility
77% No
23% Yes

All values in Canadian Dollar
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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	41	1581	104.3	88.9	96.9	104.0	114.1	122.1
Actual Bonus Amount	34	1132	14.4	7.5	9.8	13.4	17.8	24.0
Actual Bonus as % of Base	34	1132	14	8	10	13	17	22
Hourly Rate	7	267	49	---	46	48	52	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	41	1581	116.1	91.7	106.3	118.1	127.1	140.0
Actual Retention Bonus	5	176	16.4	---	12.2	17.5	20.0	---
Total Variable Payments – Excl Actual Bonus	22	348	12.2	0.7	2.5	9.7	18.4	32.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	41	1581	118.8	91.7	107.7	121.3	129.3	144.0
Actual Total Direct Compensation (Incl LTI)	40	1564	125.8	100.0	112.5	127.2	139.3	152.7
Total Compensation (Incl Perqs)	40	1564	127.6	100.1	114.6	127.9	140.9	155.7
TARGET COMPENSATION								
Target Bonus Amount	34	1103	13.0	6.8	9.8	13.1	16.8	18.3
Target Bonus as % of Base	34	1103	12	7	10	12	15	17
Target Cash Compensation	40	1534	115.5	92.8	106.0	117.6	127.6	132.7
Target Total Direct Compensation (Incl LTI)	39	1517	122.4	100.6	110.2	125.4	132.8	147.9
Target Total Compensation (Incl Perqs)	39	1517	124.0	100.6	110.7	126.2	135.5	147.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	492	15.7	5.2	8.4	12.0	25.9	36.2
LTI as % of Base	19	492	15	5	8	12	27	37
Total Perquisite Amount	29	775	4.1	0.3	0.5	1.1	4.4	14.1
SCOPE VARIABLES								
Company Revenue (millions)	41	1581	8,412.3	483.7	1,246.9	3,316.2	9,765.5	30,278.7

Bonus Eligibility

16% No
84% Yes

LTI Eligibility

54% No
46% 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

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Function : AZT – Technical Specialty/Skilled Trade
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	1381	125.2	107.4	113.1	123.7	136.2	146.5
Actual Bonus Amount	28	1140	20.3	8.8	13.7	19.3	24.9	35.4
Actual Bonus as % of Base	28	1140	16	7	12	15	20	26
Hourly Rate	7	45	56	---	52	56	61	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	34	1381	141.9	116.0	125.0	142.8	155.8	168.6
Actual Retention Bonus	8	176	18.9	---	15.3	19.7	20.3	---
Total Variable Payments – Excl Actual Bonus	24	388	15.3	0.6	7.5	12.7	18.8	36.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	1381	147.0	118.9	125.9	148.9	163.5	179.1
Actual Total Direct Compensation (Incl LTI)	34	1381	159.2	118.9	127.2	155.4	184.2	213.4
Total Compensation (Incl Perqs)	34	1381	161.5	122.2	127.4	155.7	185.2	215.8
TARGET COMPENSATION								
Target Bonus Amount	29	1079	18.1	7.1	14.0	19.2	22.1	25.7
Target Bonus as % of Base	29	1079	14	6	12	15	17	20
Target Cash Compensation	33	1300	140.8	118.4	122.9	144.9	153.4	168.9
Target Total Direct Compensation (Incl LTI)	33	1300	152.9	118.4	124.8	153.3	176.2	192.8
Target Total Compensation (Incl Perqs)	33	1300	155.1	120.4	126.9	153.3	177.1	196.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	835	26.3	10.4	12.8	21.5	40.4	52.4
LTI as % of Base	21	835	21	8	10	16	29	38
Total Perquisite Amount	25	845	4.9	0.3	0.6	1.3	7.3	16.1
SCOPE VARIABLES								
Company Revenue (millions)	34	1381	9,296.4	616.7	1,785.0	3,667.1	12,287.3	33,397.4

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

44% No
56% Yes

Hourly Rate Eligibility

89% No
11% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	491	150.3	133.4	140.8	147.8	167.0	174.3
Actual Bonus Amount	19	464	32.8	21.3	25.2	33.6	37.8	46.8
Actual Bonus as % of Base	19	464	22	15	17	21	25	35
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	21	491	180.0	154.1	160.7	178.4	189.8	206.1
Actual Retention Bonus	6	34	21.6	---	19.1	20.0	24.9	---
Total Variable Payments – Excl Actual Bonus	11	90	17.5	1.0	10.7	18.8	26.5	31.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	491	185.5	156.1	163.8	184.8	199.5	227.1
Actual Total Direct Compensation (Incl LTI)	21	491	213.7	162.0	178.5	208.5	252.5	269.8
Total Compensation (Incl Perqs)	21	491	216.9	162.5	180.8	212.9	256.1	271.0
TARGET COMPENSATION								
Target Bonus Amount	18	314	28.9	20.4	23.1	29.1	33.4	40.9
Target Bonus as % of Base	18	314	19	15	15	20	22	25
Target Cash Compensation	20	339	176.8	153.7	162.8	177.7	189.5	209.7
Target Total Direct Compensation (Incl LTI)	20	339	205.1	156.9	177.0	203.2	226.9	239.8
Target Total Compensation (Incl Perqs)	20	339	208.2	158.2	177.6	207.0	227.6	245.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	428	38.4	17.4	23.3	35.1	53.6	63.5
LTI as % of Base	19	428	24	12	16	22	32	39
Total Perquisite Amount	18	296	5.6	0.5	1.1	3.9	6.7	21.0
SCOPE VARIABLES								
Company Revenue (millions)	21	491	12,688.9	487.5	2,248.0	7,472.5	22,382.0	36,967.8

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

21% No
79% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	144	175.5	130.3	163.7	170.3	198.5	223.3
Actual Bonus Amount	11	142	49.0	15.7	31.4	44.5	60.9	90.2
Actual Bonus as % of Base	11	142	28	10	18	26	35	44
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	144	220.4	167.8	193.1	210.3	234.8	311.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	28	11.0	---	1.0	2.4	25.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	144	224.1	172.3	197.9	210.5	238.3	312.6
Actual Total Direct Compensation (Incl LTI)	12	144	278.7	201.6	219.5	279.9	323.0	365.3
Total Compensation (Incl Perqs)	12	144	284.0	202.0	221.3	290.4	328.9	370.1
TARGET COMPENSATION								
Target Bonus Amount	10	63	43.6	29.5	33.0	37.9	54.5	68.3
Target Bonus as % of Base	10	63	25	18	20	23	31	37
Target Cash Compensation	11	64	217.2	171.9	197.8	205.5	228.1	293.0
Target Total Direct Compensation (Incl LTI)	11	64	273.6	207.2	237.8	292.4	312.2	340.2
Target Total Compensation (Incl Perqs)	11	64	279.3	207.3	247.0	299.2	320.4	345.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	140	64.8	24.0	35.2	42.4	99.5	142.0
LTI as % of Base	11	140	40	14	20	25	51	112
Total Perquisite Amount	11	64	8.2	0.6	1.7	5.2	15.5	24.0
SCOPE VARIABLES								
Company Revenue (millions)	12	144	12,150.0	2,174.0	2,951.5	7,228.4	19,447.2	34,832.0

Bonus Eligibility

8% No
92% 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

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



Function : AZT – Technical Specialty/Skilled Trade
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	38	1025	67.4	50.4	56.5	68.2	75.8	85.1
Actual Bonus Amount	31	591	6.3	2.1	3.7	6.5	8.2	11.2
Actual Bonus as % of Base	31	591	9	4	7	9	12	15
Hourly Rate	25	450	34	22	28	34	39	44
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	38	1025	72.3	52.3	61.4	71.7	82.7	92.9
Actual Retention Bonus	6	32	13.9	---	9.8	14.1	17.8	---
Total Variable Payments – Excl Actual Bonus	18	84	10.4	0.5	5.5	9.0	13.7	23.3
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	38	1025	74.8	53.8	62.3	72.3	84.1	104.8
Actual Total Direct Compensation (Incl LTI)	38	1025	77.4	53.8	64.8	73.0	85.1	108.8
Total Compensation (Incl Perqs)	38	1025	78.9	53.8	65.9	73.8	86.3	110.5
TARGET COMPENSATION								
Target Bonus Amount	30	545	5.8	1.7	4.0	6.2	7.3	9.6
Target Bonus as % of Base	30	545	9	3	7	9	10	12
Target Cash Compensation	37	966	72.0	52.8	61.0	72.1	82.7	92.6
Target Total Direct Compensation (Incl LTI)	37	966	74.6	52.8	65.0	72.1	84.7	96.5
Target Total Compensation (Incl Perqs)	37	966	76.2	52.8	66.1	73.0	85.1	105.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	93	13.3	---	3.6	7.5	23.9	---
LTI as % of Base	9	93	20	---	5	14	29	---
Total Perquisite Amount	25	398	2.9	0.3	0.4	0.8	3.3	13.8
SCOPE VARIABLES								
Company Revenue (millions)	38	1025	7,489.0	462.3	1,144.0	3,089.1	9,555.7	25,252.2

Bonus Eligibility

22% No
78% Yes

LTI Eligibility

76% No
24% Yes

Hourly Rate Eligibility

52% No
48% Yes

All values in Canadian Dollar
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Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



Function : AZT – Technical Specialty/Skilled Trade
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	43	3612	83.1	57.9	72.2	83.5	95.8	105.5
Actual Bonus Amount	35	2123	8.0	3.1	5.5	7.7	10.0	13.3
Actual Bonus as % of Base	35	2123	10	4	7	9	12	17
Hourly Rate	29	1934	41	26	35	40	49	52
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	43	3612	89.2	63.5	79.2	85.2	101.6	115.7
Actual Retention Bonus	9	140	13.3	---	8.0	10.6	17.9	---
Total Variable Payments – Excl Actual Bonus	22	620	10.8	0.6	4.0	9.4	17.2	21.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	43	3612	91.4	66.1	80.3	86.4	102.5	120.6
Actual Total Direct Compensation (Incl LTI)	43	3612	95.0	66.1	81.4	92.4	103.9	124.9
Total Compensation (Incl Perqs)	43	3612	96.7	66.1	81.7	93.1	110.9	125.2
TARGET COMPENSATION								
Target Bonus Amount	33	1972	7.3	3.4	5.5	7.4	8.8	11.6
Target Bonus as % of Base	33	1972	9	4	7	9	11	12
Target Cash Compensation	41	3447	88.5	60.4	78.7	85.4	101.9	113.1
Target Total Direct Compensation (Incl LTI)	41	3447	92.1	60.4	80.3	92.1	101.9	116.7
Target Total Compensation (Incl Perqs)	41	3447	93.9	60.4	80.7	92.4	107.0	117.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	297	12.5	3.2	4.6	7.1	17.1	42.2
LTI as % of Base	14	297	15	4	6	8	25	40
Total Perquisite Amount	27	959	3.4	0.3	0.5	0.9	3.7	13.9
SCOPE VARIABLES								
Company Revenue (millions)	43	3612	7,142.2	495.2	1,265.7	3,084.0	9,294.8	22,930.0

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
25% No		72% No		49% No	
75% Yes		28% Yes		51% Yes	

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

All monetary values in thousands – 2015 Accounting Value

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



Function : AZT – Technical Specialty/Skilled Trade
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	47	8576	100.9	79.0	89.5	102.3	113.4	121.6
Actual Bonus Amount	37	5434	11.2	5.5	7.9	10.1	14.4	17.5
Actual Bonus as % of Base	37	5434	11	5	8	10	13	21
Hourly Rate	32	6566	48	37	42	50	55	58
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	47	8576	109.2	84.2	95.9	108.3	121.0	134.3
Actual Retention Bonus	10	522	17.8	3.7	8.8	16.7	26.1	39.3
Total Variable Payments – Excl Actual Bonus	31	1184	11.6	1.4	3.4	8.4	18.3	25.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	47	8576	112.6	85.5	96.1	109.3	122.8	147.2
Actual Total Direct Compensation (Incl LTI)	46	8575	117.8	87.7	103.7	114.0	130.3	152.4
Total Compensation (Incl Perqs)	46	8575	119.7	89.4	105.2	115.7	132.7	152.8
TARGET COMPENSATION								
Target Bonus Amount	36	4844	9.7	5.0	7.4	9.3	11.5	13.1
Target Bonus as % of Base	36	4844	10	5	7	10	11	15
Target Cash Compensation	46	7976	108.1	81.2	94.3	109.3	119.8	130.4
Target Total Direct Compensation (Incl LTI)	45	7975	113.3	84.7	101.0	112.0	121.3	138.3
Target Total Compensation (Incl Perqs)	45	7975	115.3	87.0	102.4	114.6	124.8	138.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	794	14.4	5.2	6.1	8.8	19.0	35.1
LTI as % of Base	19	794	14	5	6	10	22	37
Total Perquisite Amount	31	3135	4.0	0.3	0.5	1.3	5.2	11.5
SCOPE VARIABLES								
Company Revenue (millions)	47	8576	7,396.2	477.8	943.6	2,830.0	9,294.8	26,411.2

Bonus Eligibility

26% No
74% Yes

LTI Eligibility

70% No
30% Yes

Hourly Rate Eligibility

43% No
57% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



Function : AZT – Technical Specialty/Skilled Trade
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	42	4987	108.4	78.4	97.4	111.1	123.4	129.7
Actual Bonus Amount	36	4335	12.7	5.0	7.3	12.0	16.2	22.3
Actual Bonus as % of Base	36	4335	11	4	6	11	15	19
Hourly Rate	25	3833	52	34	47	54	59	62
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	42	4987	119.1	91.8	103.9	122.2	132.9	152.1
Actual Retention Bonus	9	1820	21.8	---	6.3	17.7	27.1	---
Total Variable Payments – Excl Actual Bonus	24	2241	14.3	1.1	5.4	12.2	22.4	29.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	42	4987	122.9	92.0	103.9	123.5	138.2	164.2
Actual Total Direct Compensation (Incl LTI)	42	4987	128.1	92.0	103.9	125.7	148.4	173.0
Total Compensation (Incl Perqs)	42	4987	130.2	92.0	104.6	127.7	151.8	177.6
TARGET COMPENSATION								
Target Bonus Amount	34	4045	11.2	6.1	8.9	11.3	13.1	17.8
Target Bonus as % of Base	34	4045	10	5	8	10	12	15
Target Cash Compensation	40	4558	118.6	89.7	105.8	119.4	134.6	145.3
Target Total Direct Compensation (Incl LTI)	40	4558	124.0	89.7	107.3	123.4	140.6	163.3
Target Total Compensation (Incl Perqs)	40	4558	126.2	89.7	107.5	124.5	143.8	164.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	1546	18.3	5.8	8.4	10.9	29.8	42.6
LTI as % of Base	19	1546	16	5	7	10	24	31
Total Perquisite Amount	30	1529	4.1	0.3	0.5	1.6	4.9	13.2
SCOPE VARIABLES								
Company Revenue (millions)	42	4987	8,072.1	424.0	1,142.5	3,089.1	9,555.7	29,634.1

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

68% No
32% Yes

Hourly Rate Eligibility

47% No
53% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	6	107.6	---	---	106.5	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	6	114.8	---	---	116.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	6	114.8	---	---	116.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	6	120.9	---	---	116.3	---	---
Total Compensation (Incl Perqs)	4	6	125.6	---	---	125.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
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	6	6,487.0	---	---	3,433.5	---	---

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

All values in Canadian Dollar

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	154	61.1	---	54.4	62.7	68.3	---
Actual Bonus Amount	5	18	3.9	---	1.2	1.9	7.6	---
Actual Bonus as % of Base	5	18	6	---	2	4	12	---
Hourly Rate	7	135	29	---	25	30	32	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	154	63.3	---	55.9	63.5	71.1	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	154	64.0	---	56.0	65.3	71.1	---
Actual Total Direct Compensation (Incl LTI)	9	154	64.8	---	56.0	66.1	74.2	---
Total Compensation (Incl Perqs)	9	154	66.7	---	56.5	67.1	79.9	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	7	133	64.2	---	60.4	63.1	66.6	---
Target Total Direct Compensation (Incl LTI)	7	133	64.7	---	60.4	66.1	66.6	---
Target Total Compensation (Incl Perqs)	7	133	67.1	---	61.6	67.1	79.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	6	32	3.8	---	0.4	0.9	8.4	---
SCOPE VARIABLES								
Company Revenue (millions)	9	154	4,899.0	---	899.4	1,904.0	7,574.0	---

Bonus Eligibility

44% No
56% Yes

LTI Eligibility

67% No
33% Yes

Hourly Rate Eligibility

22% No
78% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	444	65.5	39.8	53.8	64.0	80.5	88.4
Actual Bonus Amount	7	335	5.7	---	2.7	3.4	7.6	---
Actual Bonus as % of Base	7	335	8	---	4	6	11	---
Hourly Rate	11	430	29	18	25	29	32	40
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	444	68.8	40.1	57.0	66.7	80.5	100.0
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	44	10.2	---	2.9	8.7	18.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	444	70.4	46.7	57.0	67.4	81.6	104.8
Actual Total Direct Compensation (Incl LTI)	12	444	71.1	46.7	57.0	67.8	81.7	105.9
Total Compensation (Incl Perqs)	12	444	72.6	47.8	57.0	70.7	86.5	106.2
TARGET COMPENSATION								
Target Bonus Amount	6	100	6.5	---	2.8	5.7	10.4	---
Target Bonus as % of Base	6	100	10	---	5	10	15	---
Target Cash Compensation	11	208	67.7	38.3	56.1	71.4	77.5	99.1
Target Total Direct Compensation (Incl LTI)	11	208	68.1	38.3	56.1	71.4	77.6	99.1
Target Total Compensation (Incl Perqs)	11	208	69.7	39.1	56.1	71.8	78.4	100.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	8	355	2.3	---	0.4	0.6	5.1	---
SCOPE VARIABLES								
Company Revenue (millions)	12	444	7,170.3	234.8	1,601.0	2,853.5	8,729.2	32,007.6

Bonus Eligibility
42% No
58% Yes

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
16% No
84% Yes

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

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	140	68.5	---	56.7	67.5	76.5	---
Actual Bonus Amount	4	101	4.2	---	---	3.1	---	---
Actual Bonus as % of Base	4	101	6	---	---	4	---	---
Hourly Rate	7	133	32	---	26	31	37	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	140	70.8	---	59.0	67.5	84.9	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	140	71.8	---	59.0	74.3	84.9	---
Actual Total Direct Compensation (Incl LTI)	7	140	73.1	---	59.0	74.3	89.5	---
Total Compensation (Incl Perqs)	7	140	73.9	---	59.0	78.7	90.3	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	5	50	64.0	---	52.1	64.3	75.8	---
Target Total Direct Compensation (Incl LTI)	5	50	65.0	---	52.1	64.3	78.1	---
Target Total Compensation (Incl Perqs)	5	50	66.1	---	52.1	64.6	80.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	86	3.7	---	---	0.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	140	7,062.1	---	1,500.0	2,623.0	13,638.0	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
43% No	67% No	5% No
57% Yes	33% Yes	95% Yes

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Company weighted statistics

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	35	80.1	---	---	82.1	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	4	35	39	---	---	39	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	35	82.8	---	---	83.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	35	82.9	---	---	83.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	35	83.2	---	---	84.4	---	---
Total Compensation (Incl Perqs)	4	35	86.5	---	---	88.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	35	84.1	---	---	87.8	---	---
Target Total Direct Compensation (Incl LTI)	4	35	84.3	---	---	88.3	---	---
Target Total Compensation (Incl Perqs)	4	35	87.6	---	---	90.7	---	---
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	35	1,416.6	---	---	1,702.0	---	---

Bonus Eligibility

50% No
50% Yes

LTI Eligibility

75% No
25% Yes

Hourly Rate Eligibility

0% No
100% Yes

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



Function : CAM – Account Management
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	14	108.2	---	---	108.6	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	14	122.0	---	---	129.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	14	122.9	---	---	130.0	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	13	19.6	---	---	17.2	---	---
Target Bonus as % of Base	4	13	19	---	---	16	---	---
Target Cash Compensation	4	14	126.5	---	---	125.8	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
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	2,398.7	---	---	2,038.4	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
4% No		75% No		100% No	
96% Yes		25% Yes		0% Yes	

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



Function : CAM – Account Management
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	29	152.2	---	135.2	149.6	163.9	---
Actual Bonus Amount	5	19	39.3	---	28.7	32.2	53.5	---
Actual Bonus as % of Base	5	19	27	---	21	23	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	29	181.1	---	164.7	171.0	185.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	29	181.6	---	164.7	171.5	185.9	---
Actual Total Direct Compensation (Incl LTI)	8	29	201.0	---	167.0	174.3	227.4	---
Total Compensation (Incl Perqs)	8	29	203.2	---	170.6	177.2	227.4	---
TARGET COMPENSATION								
Target Bonus Amount	7	26	25.6	---	21.1	26.7	28.9	---
Target Bonus as % of Base	7	26	18	---	15	20	20	---
Target Cash Compensation	8	29	179.5	---	160.7	175.6	186.8	---
Target Total Direct Compensation (Incl LTI)	8	29	198.8	---	163.9	179.0	226.6	---
Target Total Compensation (Incl Perqs)	8	29	201.1	---	166.0	184.8	226.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	10	44.5	---	---	52.5	---	---
LTI as % of Base	4	10	28	---	---	32	---	---
Total Perquisite Amount	5	15	3.7	---	0.7	3.2	6.9	---
SCOPE VARIABLES								
Company Revenue (millions)	8	29	12,151.7	---	1,180.4	3,683.2	28,324.4	---

Bonus Eligibility

12% No
88% Yes

LTI Eligibility

54% No
46% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

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



Function : CAM – Account Management
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	21	176.0	---	145.1	175.7	197.3	---
Actual Bonus Amount	5	18	51.9	---	42.4	47.7	63.4	---
Actual Bonus as % of Base	5	18	32	---	27	35	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	21	219.2	---	191.5	229.0	237.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	21	220.1	---	191.5	231.8	237.6	---
Actual Total Direct Compensation (Incl LTI)	6	20	266.1	---	209.7	271.3	306.6	---
Total Compensation (Incl Perqs)	6	20	269.7	---	210.2	276.8	312.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	18	44.0	---	32.2	43.7	56.0	---
Target Bonus as % of Base	5	18	27	---	20	27	35	---
Target Cash Compensation	6	21	212.7	---	198.6	215.7	230.7	---
Target Total Direct Compensation (Incl LTI)	6	20	253.6	---	194.3	254.4	297.0	---
Target Total Compensation (Incl Perqs)	6	20	257.2	---	194.8	259.9	303.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	14	52.4	---	19.0	45.5	89.2	---
LTI as % of Base	5	14	26	---	11	26	41	---
Total Perquisite Amount	4	6	9.1	---	---	8.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	21	8,671.0	---	2,207.1	3,683.2	12,807.7	---

Bonus Eligibility

17% No
83% 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

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



Function : CAM – Account Management
Level : S2 – Intermediate (S2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	31	100.9	---	91.7	94.2	105.5	---
Actual Bonus Amount	6	14	16.3	---	9.8	12.0	23.9	---
Actual Bonus as % of Base	6	14	16	---	8	11	23	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	31	115.7	---	94.5	104.5	145.8	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	7	13.9	---	---	10.1	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	31	117.0	---	94.5	104.5	149.6	---
Actual Total Direct Compensation (Incl LTI)	7	27	122.8	---	94.0	104.6	167.7	---
Total Compensation (Incl Perqs)	7	27	126.0	---	94.0	104.6	168.1	---
TARGET COMPENSATION								
Target Bonus Amount	6	14	18.2	---	10.4	16.5	26.1	---
Target Bonus as % of Base	6	14	17	---	11	14	26	---
Target Cash Compensation	8	31	114.3	---	95.4	104.4	135.7	---
Target Total Direct Compensation (Incl LTI)	7	27	119.2	---	94.0	104.6	141.8	---
Target Total Compensation (Incl Perqs)	7	27	122.4	---	94.0	104.6	142.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	9	5.7	---	---	4.0	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	31	12,124.3	---	667.3	4,269.5	28,324.4	---

Bonus Eligibility
34% No
66% 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

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

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	88	105.3	---	87.9	111.4	121.4	---
Actual Bonus Amount	6	69	19.8	---	11.9	15.0	25.1	---
Actual Bonus as % of Base	6	69	18	---	11	15	24	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	88	124.0	---	102.2	114.2	129.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	88	124.4	---	102.2	114.2	129.9	---
Actual Total Direct Compensation (Incl LTI)	9	88	126.2	---	102.2	114.2	129.9	---
Total Compensation (Incl Perqs)	9	88	128.7	---	102.2	117.2	136.2	---
TARGET COMPENSATION								
Target Bonus Amount	8	76	13.5	---	9.1	10.9	14.9	---
Target Bonus as % of Base	8	76	13	---	9	11	17	---
Target Cash Compensation	9	88	120.1	---	100.0	116.7	130.2	---
Target Total Direct Compensation (Incl LTI)	9	88	121.9	---	100.0	116.7	130.2	---
Target Total Compensation (Incl Perqs)	9	88	124.4	---	100.0	117.7	139.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	5	28	4.6	---	0.6	3.0	9.4	---
SCOPE VARIABLES								
Company Revenue (millions)	9	88	8,893.9	---	1,452.1	3,348.3	17,733.7	---

Bonus Eligibility

19% No
81% Yes

LTI Eligibility

89% No
11% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	113	118.6	96.6	99.1	111.3	128.9	158.9
Actual Bonus Amount	10	90	23.9	6.0	13.9	18.0	25.8	74.6
Actual Bonus as % of Base	10	90	19	6	12	15	24	47
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	113	146.8	100.9	118.9	125.3	152.5	290.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	6	33.4	---	---	13.6	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	113	147.1	100.9	118.9	125.3	152.5	291.4
Actual Total Direct Compensation (Incl LTI)	12	113	153.3	100.9	118.9	129.7	154.6	332.0
Total Compensation (Incl Perqs)	12	113	153.6	100.9	118.9	130.9	154.6	332.3
TARGET COMPENSATION								
Target Bonus Amount	10	91	18.5	6.0	12.5	17.8	22.7	38.7
Target Bonus as % of Base	10	91	15	6	12	14	21	25
Target Cash Compensation	12	113	137.4	100.9	116.5	123.5	150.0	215.2
Target Total Direct Compensation (Incl LTI)	12	113	143.6	100.9	116.5	130.3	150.0	256.7
Target Total Compensation (Incl Perqs)	12	113	143.9	100.9	116.6	130.9	150.4	257.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	5	1.4	---	---	0.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	12	113	10,290.1	581.2	1,249.3	4,705.0	17,355.2	34,832.0

Bonus Eligibility
17% No
83% Yes

LTI Eligibility
81% No
19% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
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2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : CAM – Account Management
Level : S5 – Senior Expert (S5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	47	135.9	---	118.7	131.9	155.2	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	47	150.3	---	124.6	163.0	169.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	47	150.3	---	124.6	163.0	169.7	---
Actual Total Direct Compensation (Incl LTI)	5	47	153.7	---	124.6	163.0	178.1	---
Total Compensation (Incl Perqs)	5	47	154.1	---	125.6	163.0	178.1	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	47	147.3	---	124.6	151.6	167.8	---
Target Total Direct Compensation (Incl LTI)	5	47	150.6	---	124.6	151.6	176.2	---
Target Total Compensation (Incl Perqs)	5	47	151.0	---	125.6	151.6	176.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	47	12,191.1	---	4,705.0	5,979.8	22,782.8	---

Bonus Eligibility

40% No
60% Yes

LTI Eligibility

75% No
25% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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



Function : CSC – Channel Sales
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	20	151.0	---	117.9	135.0	192.2	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	20	176.0	---	129.2	166.8	227.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	20	176.0	---	129.2	166.8	227.4	---
Actual Total Direct Compensation (Incl LTI)	4	11	205.4	---	---	217.7	---	---
Total Compensation (Incl Perqs)	4	11	207.2	---	---	217.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	16	29.6	---	---	30.9	---	---
Target Bonus as % of Base	4	16	22	---	---	23	---	---
Target Cash Compensation	5	20	173.9	---	138.7	162.0	215.1	---
Target Total Direct Compensation (Incl LTI)	4	11	200.7	---	---	206.5	---	---
Target Total Compensation (Incl Perqs)	4	11	202.5	---	---	206.9	---	---
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	20	22,496.6	---	3,521.5	31,567.8	36,936.0	---

Bonus Eligibility

22% No
78% Yes

LTI Eligibility

27% No
73% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

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



Function : CSC – Channel Sales
Level : S4 – Expert (S4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	19	129.2	---	---	129.5	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	19	142.7	---	---	141.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	19	142.8	---	---	141.2	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	18	152.0	---	---	161.2	---	---
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	19	20,602.7	---	---	20,615.5	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
25% No		64% No		100% No	
75% Yes		36% Yes		0% Yes	

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



Function : CSD – Direct Sales
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	29	156.2	120.2	139.2	155.7	171.6	193.8
Actual Bonus Amount	8	19	51.0	---	29.8	44.2	70.6	---
Actual Bonus as % of Base	8	19	32	---	21	25	44	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	29	204.1	129.6	166.3	185.7	245.0	335.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	10	34.2	---	---	13.1	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	29	204.4	129.6	166.3	186.7	245.4	335.2
Actual Total Direct Compensation (Incl LTI)	10	29	219.6	129.6	184.7	221.2	245.4	335.2
Total Compensation (Incl Perqs)	10	29	223.5	140.5	184.7	221.9	250.6	335.6
TARGET COMPENSATION								
Target Bonus Amount	9	21	34.7	---	23.0	33.6	45.0	---
Target Bonus as % of Base	9	21	22	---	17	20	28	---
Target Cash Compensation	10	29	189.5	137.3	162.9	186.9	229.2	239.5
Target Total Direct Compensation (Incl LTI)	10	29	204.7	137.3	181.3	222.3	229.2	239.5
Target Total Compensation (Incl Perqs)	10	29	208.6	138.5	184.3	222.9	239.1	243.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	14	49.8	---	28.1	58.6	67.2	---
LTI as % of Base	5	14	30	---	18	37	39	---
Total Perquisite Amount	6	13	8.7	---	0.4	6.7	15.7	---
SCOPE VARIABLES								
Company Revenue (millions)	10	29	15,106.8	2,073.8	2,554.9	3,778.5	32,733.6	40,064.1

Bonus Eligibility

21% No
79% Yes

LTI Eligibility

50% No
50% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

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

TOWERS WATSON 

Function : CSD – Direct Sales
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	20	199.9	---	171.2	215.0	220.8	---
Actual Bonus Amount	6	15	66.4	---	55.0	57.0	80.5	---
Actual Bonus as % of Base	6	15	34	---	25	30	47	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	20	240.2	---	206.9	236.3	274.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	20	240.5	---	206.9	236.3	274.7	---
Actual Total Direct Compensation (Incl LTI)	9	20	298.7	---	224.5	298.1	393.1	---
Total Compensation (Incl Perqs)	9	20	304.5	---	224.5	298.1	403.8	---
TARGET COMPENSATION								
Target Bonus Amount	8	18	48.7	---	41.4	54.2	61.2	---
Target Bonus as % of Base	8	18	25	---	21	25	30	---
Target Cash Compensation	9	20	240.1	---	207.3	241.3	279.9	---
Target Total Direct Compensation (Incl LTI)	9	20	298.3	---	249.6	291.6	384.7	---
Target Total Compensation (Incl Perqs)	9	20	304.1	---	251.4	294.7	393.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	16	87.3	---	42.0	87.5	125.4	---
LTI as % of Base	6	16	45	---	21	46	62	---
Total Perquisite Amount	6	16	10.7	---	4.7	9.5	15.4	---
SCOPE VARIABLES								
Company Revenue (millions)	9	20	17,023.0	---	2,196.8	10,185.0	33,899.4	---

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

33% No
67% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	96	83.6	---	68.5	86.5	107.2	---
Actual Bonus Amount	5	65	14.8	---	7.2	10.7	24.4	---
Actual Bonus as % of Base	5	65	17	---	9	16	25	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	96	96.3	---	68.5	93.2	118.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	96	96.7	---	68.5	93.4	118.1	---
Actual Total Direct Compensation (Incl LTI)	6	95	103.0	---	81.7	95.0	129.8	---
Total Compensation (Incl Perqs)	6	95	105.4	---	81.7	99.9	133.3	---
TARGET COMPENSATION								
Target Bonus Amount	5	65	12.6	---	9.1	11.3	16.7	---
Target Bonus as % of Base	5	65	15	---	12	15	18	---
Target Cash Compensation	7	96	94.8	---	68.5	93.9	118.6	---
Target Total Direct Compensation (Incl LTI)	6	95	100.8	---	81.6	97.4	125.6	---
Target Total Compensation (Incl Perqs)	6	95	103.2	---	81.6	102.3	129.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	37	8.4	---	---	3.7	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	96	20,756.9	---	3,539.0	25,122.0	36,231.0	---

Bonus Eligibility
34% No
66% Yes

LTI Eligibility
48% No
52% 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

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

TOWERS WATSON 

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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	108	109.8	87.9	98.2	105.1	121.8	145.1
Actual Bonus Amount	11	68	20.5	6.8	10.6	14.1	29.2	43.8
Actual Bonus as % of Base	11	68	18	6	10	17	28	33
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	108	126.0	100.5	108.4	118.9	130.0	184.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	32	20.8	---	0.6	27.4	37.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	108	126.6	100.5	108.4	118.9	130.1	186.2
Actual Total Direct Compensation (Incl LTI)	13	108	129.9	100.5	108.7	126.1	138.8	188.3
Total Compensation (Incl Perqs)	13	108	132.9	101.5	112.9	126.1	146.4	188.6
TARGET COMPENSATION								
Target Bonus Amount	12	78	17.6	6.8	11.9	14.7	26.3	31.7
Target Bonus as % of Base	12	78	16	7	12	15	22	28
Target Cash Compensation	13	108	125.7	101.2	111.6	117.4	136.6	171.0
Target Total Direct Compensation (Incl LTI)	13	108	128.9	101.2	111.9	124.0	141.4	173.1
Target Total Compensation (Incl Perqs)	13	108	132.0	101.2	116.6	126.1	146.7	173.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	24	16.5	---	4.7	11.5	29.4	---
LTI as % of Base	6	24	15	---	4	11	26	---
Total Perquisite Amount	8	58	8.9	---	0.5	4.9	20.0	---
SCOPE VARIABLES								
Company Revenue (millions)	13	108	12,678.5	948.9	2,486.8	3,539.0	28,344.9	38,786.4

Bonus Eligibility

20% No
80% Yes

LTI Eligibility

56% No
44% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	207	137.2	109.7	124.2	130.4	150.5	182.3
Actual Bonus Amount	9	121	30.6	---	19.5	24.7	40.6	---
Actual Bonus as % of Base	9	121	21	---	14	19	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	207	162.5	111.4	144.4	153.8	169.0	268.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	44	29.3	---	1.2	28.4	58.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	207	163.5	111.4	144.4	153.9	170.8	274.2
Actual Total Direct Compensation (Incl LTI)	11	175	182.4	130.2	149.6	168.6	204.1	319.5
Total Compensation (Incl Perqs)	11	175	185.4	130.3	149.7	169.3	204.1	322.6
TARGET COMPENSATION								
Target Bonus Amount	10	119	26.2	15.2	19.6	22.6	32.1	47.7
Target Bonus as % of Base	10	119	19	12	15	17	26	29
Target Cash Compensation	12	202	161.3	117.4	148.4	151.6	160.2	260.3
Target Total Direct Compensation (Incl LTI)	11	174	177.1	140.3	148.8	162.6	199.5	278.7
Target Total Compensation (Incl Perqs)	11	174	180.0	140.7	148.8	163.4	199.5	281.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	94	33.4	---	10.4	37.7	49.7	---
LTI as % of Base	6	94	23	---	8	26	35	---
Total Perquisite Amount	7	74	8.3	---	0.4	0.8	22.5	---
SCOPE VARIABLES								
Company Revenue (millions)	12	207	14,731.8	272.6	2,533.9	7,592.5	29,956.4	39,212.3

Bonus Eligibility

27% No
73% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	31	161.1	---	143.8	161.5	174.6	---
Actual Bonus Amount	5	14	46.0	---	26.7	45.8	65.5	---
Actual Bonus as % of Base	5	14	28	---	16	26	41	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	31	190.7	---	178.2	181.7	220.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	31	191.5	---	178.2	181.7	220.4	---
Actual Total Direct Compensation (Incl LTI)	6	24	225.3	---	190.5	201.8	266.6	---
Total Compensation (Incl Perqs)	6	24	233.0	---	190.6	215.1	271.8	---
TARGET COMPENSATION								
Target Bonus Amount	4	14	33.9	---	---	33.4	---	---
Target Bonus as % of Base	4	14	21	---	---	20	---	---
Target Cash Compensation	7	29	186.4	---	178.2	190.3	209.5	---
Target Total Direct Compensation (Incl LTI)	6	24	221.0	---	191.5	202.2	253.6	---
Target Total Compensation (Incl Perqs)	6	24	228.7	---	191.6	215.4	258.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	12	50.3	---	29.5	31.6	80.5	---
LTI as % of Base	5	12	29	---	18	21	45	---
Total Perquisite Amount	5	19	9.3	---	0.4	0.8	22.4	---
SCOPE VARIABLES								
Company Revenue (millions)	7	31	17,111.2	---	2,350.5	10,185.0	36,231.0	---

Bonus Eligibility

39% No
61% Yes

LTI Eligibility

29% No
71% 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

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	14	71.2	---	---	70.5	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	14	77.8	---	---	73.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	14	77.8	---	---	73.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	14	77.8	---	---	73.3	---	---
Total Compensation (Incl Perqs)	4	14	77.9	---	---	73.3	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	14	76.6	---	---	72.9	---	---
Target Total Direct Compensation (Incl LTI)	4	14	76.6	---	---	72.9	---	---
Target Total Compensation (Incl Perqs)	4	14	76.7	---	---	72.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	14	27,909.3	---	---	33,899.4	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

75% No
25% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Company weighted statistics

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	325	113.0	90.7	99.1	110.5	129.5	135.7
Actual Bonus Amount	8	259	17.5	---	13.8	16.6	24.5	---
Actual Bonus as % of Base	8	259	16	---	11	17	20	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	325	125.7	100.8	107.5	124.3	143.8	153.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	325	125.9	100.8	107.5	124.3	143.8	153.3
Actual Total Direct Compensation (Incl LTI)	11	325	126.1	100.8	107.5	124.3	143.8	153.9
Total Compensation (Incl Perqs)	11	325	130.7	100.9	107.5	128.7	145.1	188.2
TARGET COMPENSATION								
Target Bonus Amount	9	276	13.9	---	10.7	13.0	17.8	---
Target Bonus as % of Base	9	276	12	---	10	10	17	---
Target Cash Compensation	11	325	123.5	100.8	106.0	121.6	143.0	148.0
Target Total Direct Compensation (Incl LTI)	11	325	123.7	100.8	106.0	121.6	143.0	148.6
Target Total Compensation (Incl Perqs)	11	325	128.3	100.9	106.0	122.5	144.3	182.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	7	77	11.4	---	0.3	0.9	33.7	---
SCOPE VARIABLES								
Company Revenue (millions)	11	325	2,939.6	479.0	728.4	1,904.0	3,348.3	11,714.0

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

98% No
2% 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

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



Function : EDD – Energy Delivery/Distribution
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	119	129.2	106.3	115.7	132.3	139.0	148.6
Actual Bonus Amount	7	46	26.7	---	24.8	28.3	29.0	---
Actual Bonus as % of Base	7	46	21	---	19	21	22	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	119	147.9	113.5	137.6	151.2	163.0	164.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	119	148.5	113.5	137.6	152.5	163.4	165.7
Actual Total Direct Compensation (Incl LTI)	10	119	149.9	113.5	137.6	152.5	163.6	177.6
Total Compensation (Incl Perqs)	10	119	156.1	114.7	140.5	154.3	169.4	204.1
TARGET COMPENSATION								
Target Bonus Amount	9	109	20.8	---	15.2	21.3	26.9	---
Target Bonus as % of Base	9	109	16	---	11	15	22	---
Target Cash Compensation	10	119	147.9	113.7	134.1	149.5	164.2	170.6
Target Total Direct Compensation (Incl LTI)	10	119	149.3	113.7	134.1	149.5	166.8	177.1
Target Total Compensation (Incl Perqs)	10	119	155.6	113.9	134.1	156.5	176.7	197.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	8	71	10.3	---	0.6	3.5	20.1	---
SCOPE VARIABLES								
Company Revenue (millions)	10	119	2,029.8	539.1	779.2	1,973.5	3,324.2	3,951.0

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

90% No
10% Yes

Hourly Rate Eligibility

100% No
0% Yes

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

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



Function : EDD – Energy Delivery/Distribution
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	40	163.3	---	150.3	167.7	175.9	---
Actual Bonus Amount	6	19	58.7	---	50.0	55.2	66.3	---
Actual Bonus as % of Base	6	19	36	---	33	34	40	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	40	207.3	---	180.2	201.7	240.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	40	207.4	---	181.0	201.7	240.2	---
Actual Total Direct Compensation (Incl LTI)	8	40	218.1	---	181.0	201.7	273.0	---
Total Compensation (Incl Perqs)	8	40	227.4	---	183.7	202.6	287.8	---
TARGET COMPENSATION								
Target Bonus Amount	8	40	37.3	---	34.0	38.2	42.8	---
Target Bonus as % of Base	8	40	23	---	22	25	26	---
Target Cash Compensation	8	40	200.6	---	180.6	201.9	215.0	---
Target Total Direct Compensation (Incl LTI)	8	40	211.3	---	180.6	203.9	243.5	---
Target Total Compensation (Incl Perqs)	8	40	220.6	---	184.6	206.5	260.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	7	19	12.8	---	1.8	8.4	13.5	---
SCOPE VARIABLES								
Company Revenue (millions)	8	40	2,345.0	---	1,160.5	2,371.5	3,340.3	---

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

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Company weighted statistics

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

TOWERS WATSON 

Function : EDD – Energy Delivery/Distribution
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	75	95.1	---	---	91.4	---	---
Actual Bonus Amount	4	74	13.9	---	---	14.5	---	---
Actual Bonus as % of Base	4	74	15	---	---	15	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	75	108.9	---	---	105.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	75	109.3	---	---	106.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	75	113.4	---	---	106.6	---	---
Total Compensation (Incl Perqs)	4	75	114.1	---	---	106.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	75	12.8	---	---	12.8	---	---
Target Bonus as % of Base	4	75	13	---	---	13	---	---
Target Cash Compensation	4	75	107.9	---	---	104.3	---	---
Target Total Direct Compensation (Incl LTI)	4	75	112.0	---	---	104.3	---	---
Target Total Compensation (Incl Perqs)	4	75	112.7	---	---	104.4	---	---
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	75	13,413.5	---	---	6,656.4	---	---

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

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Effective date April 01, 2015
Company weighted statistics

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

TOWERS WATSON 

Function : EDD – Energy Delivery/Distribution
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	276	69.4	---	---	74.2	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	276	71.1	---	---	76.7	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	276	71.2	---	---	76.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	276	71.2	---	---	76.8	---	---
Total Compensation (Incl Perqs)	4	276	71.3	---	---	76.8	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	276	71.5	---	---	77.4	---	---
Target Total Direct Compensation (Incl LTI)	4	276	71.5	---	---	77.4	---	---
Target Total Compensation (Incl Perqs)	4	276	71.6	---	---	77.4	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	276	5,300.4	---	---	3,332.3	---	---

Bonus Eligibility

50% No
50% Yes

LTI Eligibility

--- No
--- Yes

Hourly Rate Eligibility

27% No
73% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



Function : EDD – Energy Delivery/Distribution
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	881	73.0	---	64.2	72.4	82.0	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	5	512	34	---	31	35	36	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	881	76.3	---	65.4	79.2	85.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	881	76.4	---	65.4	79.2	85.9	---
Actual Total Direct Compensation (Incl LTI)	5	881	76.4	---	65.4	79.2	85.9	---
Total Compensation (Incl Perqs)	5	881	76.5	---	65.6	79.2	86.2	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	5	881	75.6	---	65.4	78.9	84.2	---
Target Total Direct Compensation (Incl LTI)	5	881	75.6	---	65.4	78.9	84.2	---
Target Total Compensation (Incl Perqs)	5	881	75.8	---	65.6	78.9	84.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	881	4,541.4	---	851.3	3,348.3	8,828.0	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
40%	No	100%	No	24%	No
60%	Yes	0%	Yes	76%	Yes

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

All monetary values in thousands – 2015 Accounting Value

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



Function : EDD – Energy Delivery/Distribution
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	917	89.4	---	74.0	89.6	103.9	---
Actual Bonus Amount	5	607	6.5	---	3.0	6.1	10.1	---
Actual Bonus as % of Base	5	607	7	---	3	9	11	---
Hourly Rate	7	638	45	---	38	45	54	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	917	93.5	---	78.3	89.6	105.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	917	93.8	---	78.3	89.6	105.9	---
Actual Total Direct Compensation (Incl LTI)	8	917	94.2	---	80.6	89.6	105.9	---
Total Compensation (Incl Perqs)	8	917	94.3	---	80.6	89.9	106.2	---
TARGET COMPENSATION								
Target Bonus Amount	4	606	5.7	---	---	4.9	---	---
Target Bonus as % of Base	4	606	7	---	---	7	---	---
Target Cash Compensation	7	916	90.7	---	76.8	86.0	104.1	---
Target Total Direct Compensation (Incl LTI)	7	916	91.2	---	77.6	86.0	104.1	---
Target Total Compensation (Incl Perqs)	7	916	91.3	---	77.6	86.3	104.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	917	3,482.4	---	792.6	2,610.1	3,850.6	---

Bonus Eligibility

37% No
63% Yes

LTI Eligibility

86% No
14% Yes

Hourly Rate Eligibility

25% No
75% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



Function : EDD – Energy Delivery/Distribution
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	886	96.7	---	84.2	98.6	110.0	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	6	750	49	---	43	49	55	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	886	101.5	---	92.3	100.4	113.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	886	101.6	---	92.3	100.4	113.5	---
Actual Total Direct Compensation (Incl LTI)	6	886	101.6	---	92.3	100.4	113.5	---
Total Compensation (Incl Perqs)	6	886	102.4	---	94.5	101.5	113.5	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	6	886	100.4	---	91.5	98.6	112.5	---
Target Total Direct Compensation (Incl LTI)	6	886	100.4	---	91.5	98.6	112.5	---
Target Total Compensation (Incl Perqs)	6	886	101.2	---	91.5	101.2	112.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	886	4,539.1	---	1,750.0	3,332.3	6,423.0	---

Bonus Eligibility
50% No
50% Yes

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
18% No
82% Yes

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

All monetary values in thousands – 2015 Accounting Value

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



Function : EDE – Energy Efficiency/Conservation
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	18	94.7	---	85.1	89.9	106.7	---
Actual Bonus Amount	1	---	---	---	---	---	---	---
Actual Bonus as % of Base	1	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	18	96.8	---	87.6	93.5	107.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	18	96.8	---	87.6	93.5	107.8	---
Actual Total Direct Compensation (Incl LTI)	5	18	96.8	---	87.6	93.5	107.8	---
Total Compensation (Incl Perqs)	5	18	97.9	---	87.7	95.6	109.2	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	5	18	97.3	---	87.6	93.3	109.1	---
Target Total Direct Compensation (Incl LTI)	5	18	97.3	---	87.6	93.3	109.1	---
Target Total Compensation (Incl Perqs)	5	18	98.4	---	87.7	93.3	111.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	18	8,797.4	---	847.6	2,043.0	20,124.5	---

Bonus Eligibility
60% No
40% Yes

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
88% No
12% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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

TOWERS WATSON 

Function : EFS – Energy Supply
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	10	182.8	---	173.0	182.2	192.9	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	10	222.9	---	179.1	226.9	264.6	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	10	226.4	---	179.1	226.9	273.4	---
Actual Total Direct Compensation (Incl LTI)	5	10	259.3	---	194.8	226.9	340.0	---
Total Compensation (Incl Perqs)	5	10	264.3	---	199.0	226.9	348.4	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	38.7	---	---	43.4	---	---
Target Bonus as % of Base	4	4	21	---	---	24	---	---
Target Cash Compensation	5	10	213.7	---	185.8	214.2	241.4	---
Target Total Direct Compensation (Incl LTI)	5	10	246.6	---	197.5	222.0	308.0	---
Target Total Compensation (Incl Perqs)	5	10	251.7	---	201.8	222.0	316.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	10	10,796.1	---	3,030.5	5,979.8	20,969.8	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
20% No	50% No	100% No			
80% Yes	50% Yes	0% Yes			

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Company weighted statistics

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



Function : EFS – Energy Supply
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	13	216.1	---	184.6	221.3	244.9	---
Actual Bonus Amount	4	9	67.3	---	---	61.7	---	---
Actual Bonus as % of Base	4	9	33	---	---	30	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	13	269.9	---	238.0	264.8	304.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	13	270.0	---	238.0	264.8	304.7	---
Actual Total Direct Compensation (Incl LTI)	5	13	420.3	---	339.4	415.5	503.6	---
Total Compensation (Incl Perqs)	5	13	426.6	---	339.7	424.5	514.5	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	10	256.3	---	---	253.0	---	---
Target Total Direct Compensation (Incl LTI)	4	10	396.6	---	---	383.3	---	---
Target Total Compensation (Incl Perqs)	4	10	402.5	---	---	388.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	12	154.7	---	107.0	161.6	198.9	---
LTI as % of Base	5	12	73	---	51	84	89	---
Total Perquisite Amount	4	9	7.8	---	---	8.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	13	19,782.5	---	1,664.4	18,863.0	38,360.5	---

Bonus Eligibility
20% No
80% Yes

LTI Eligibility
5% No
95% Yes

Hourly Rate Eligibility
100% No
0% Yes

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

TOWERS WATSON 

Function : EFS – Energy Supply
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	72.1	---	---	68.4	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	5	78.9	---	---	79.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	79.0	---	---	80.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	81.2	---	---	80.0	---	---
Total Compensation (Incl Perqs)	4	5	81.5	---	---	80.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	5	78.1	---	---	77.6	---	---
Target Total Direct Compensation (Incl LTI)	4	5	80.3	---	---	78.7	---	---
Target Total Compensation (Incl Perqs)	4	5	80.7	---	---	78.9	---	---
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	5	20,012.4	---	---	19,147.0	---	---

Bonus Eligibility
25% No
75% Yes

LTI Eligibility
50% No
50% Yes

Hourly Rate Eligibility
100% No
0% Yes

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



Function : EFS – Energy Supply
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	14	86.1	---	---	83.9	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	14	93.9	---	---	94.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	14	93.9	---	---	94.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	14	101.3	---	---	98.6	---	---
Total Compensation (Incl Perqs)	4	14	101.5	---	---	98.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	14	93.4	---	---	94.4	---	---
Target Total Direct Compensation (Incl LTI)	4	14	100.8	---	---	97.0	---	---
Target Total Compensation (Incl Perqs)	4	14	100.9	---	---	97.0	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	14	20,152.4	---	---	19,427.0	---	---

Bonus Eligibility
25% No
75% Yes

LTI Eligibility
50% No
50% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Company weighted statistics

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



Function : EFS – Energy Supply
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	28	104.7	---	---	97.6	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	28	114.3	---	---	111.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	28	114.3	---	---	111.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	28	124.2	---	---	130.0	---	---
Total Compensation (Incl Perqs)	4	28	124.3	---	---	130.3	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	28	112.7	---	---	110.0	---	---
Target Total Direct Compensation (Incl LTI)	4	28	122.6	---	---	128.8	---	---
Target Total Compensation (Incl Perqs)	4	28	122.7	---	---	129.1	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	28	19,732.7	---	---	18,587.6	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

49% No
51% 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

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



Function : EFS – Energy Supply
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	20	131.1	---	117.7	124.1	143.5	---
Actual Bonus Amount	6	15	20.3	---	11.4	21.3	28.2	---
Actual Bonus as % of Base	6	15	16	---	10	17	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	20	148.5	---	127.4	151.2	168.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	20	148.6	---	127.4	151.8	168.1	---
Actual Total Direct Compensation (Incl LTI)	7	20	168.4	---	137.7	179.8	183.5	---
Total Compensation (Incl Perqs)	7	20	168.6	---	137.7	179.8	184.5	---
TARGET COMPENSATION								
Target Bonus Amount	5	13	20.5	---	15.2	21.5	25.3	---
Target Bonus as % of Base	5	13	16	---	13	18	19	---
Target Cash Compensation	6	18	150.4	---	139.9	147.0	168.4	---
Target Total Direct Compensation (Incl LTI)	6	18	171.6	---	158.0	177.6	184.7	---
Target Total Compensation (Incl Perqs)	6	18	171.9	---	158.0	178.1	184.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	11	34.2	---	10.9	35.5	56.0	---
LTI as % of Base	6	11	25	---	9	27	37	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	20	15,359.4	---	2,063.0	5,979.8	36,231.0	---

Bonus Eligibility

14% No
86% 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

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



Function : EFS – Energy Supply
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	27	162.1	---	152.3	158.1	180.0	---
Actual Bonus Amount	6	19	32.2	---	24.8	31.6	42.0	---
Actual Bonus as % of Base	6	19	21	---	18	21	25	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	27	189.7	---	180.6	189.3	199.4	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	27	191.4	---	180.6	194.7	199.4	---
Actual Total Direct Compensation (Incl LTI)	7	27	236.7	---	214.1	236.0	275.8	---
Total Compensation (Incl Perqs)	7	27	236.9	---	214.1	236.0	276.3	---
TARGET COMPENSATION								
Target Bonus Amount	5	14	30.9	---	26.0	31.4	35.5	---
Target Bonus as % of Base	5	14	20	---	18	20	23	---
Target Cash Compensation	6	22	187.7	---	175.3	193.1	201.2	---
Target Total Direct Compensation (Incl LTI)	6	22	232.8	---	189.8	245.5	272.9	---
Target Total Compensation (Incl Perqs)	6	22	233.0	---	189.8	246.0	273.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	22	58.9	---	39.5	60.7	81.4	---
LTI as % of Base	6	22	35	---	23	31	52	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	27	15,359.4	---	2,063.0	5,979.8	36,231.0	---

Bonus Eligibility
14% No
86% Yes

LTI Eligibility
21% No
79% 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

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



Function : EGF – Fossil Power Generation
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	75	129.7	---	116.7	132.9	143.3	---
Actual Bonus Amount	4	46	25.1	---	---	25.1	---	---
Actual Bonus as % of Base	4	46	21	---	---	20	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	75	142.6	---	130.8	144.2	150.3	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	75	144.5	---	131.3	145.2	156.1	---
Actual Total Direct Compensation (Incl LTI)	6	75	145.7	---	135.8	145.2	157.2	---
Total Compensation (Incl Perqs)	6	75	154.5	---	135.8	149.7	174.3	---
TARGET COMPENSATION								
Target Bonus Amount	5	47	21.7	---	20.4	22.1	22.9	---
Target Bonus as % of Base	5	47	17	---	15	17	20	---
Target Cash Compensation	6	75	144.4	---	128.4	143.7	161.0	---
Target Total Direct Compensation (Incl LTI)	6	75	145.7	---	129.8	144.4	161.0	---
Target Total Compensation (Incl Perqs)	6	75	154.5	---	129.8	144.4	179.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	75	2,027.3	---	175.4	1,925.5	3,553.8	---

Bonus Eligibility
31% No
69% Yes

LTI Eligibility
82% No
18% Yes

Hourly Rate Eligibility
77% No
23% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



Function : EGF – Fossil Power Generation
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	93	152.1	---	146.4	150.3	156.3	---
Actual Bonus Amount	5	39	37.2	---	34.5	38.0	39.4	---
Actual Bonus as % of Base	5	39	24	---	23	24	24	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	93	178.7	---	146.8	183.3	194.3	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	30	24.6	---	---	12.6	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	93	186.4	---	183.3	193.8	196.8	---
Actual Total Direct Compensation (Incl LTI)	7	93	204.6	---	186.5	204.6	223.9	---
Total Compensation (Incl Perqs)	7	93	212.4	---	202.6	220.0	224.5	---
TARGET COMPENSATION								
Target Bonus Amount	7	93	26.9	---	21.6	30.1	31.3	---
Target Bonus as % of Base	7	93	17	---	15	20	20	---
Target Cash Compensation	7	93	179.0	---	168.4	180.3	187.6	---
Target Total Direct Compensation (Incl LTI)	7	93	197.3	---	168.4	194.5	212.6	---
Target Total Compensation (Incl Perqs)	7	93	205.0	---	194.5	202.1	213.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	39	25.5	---	10.8	25.0	40.5	---
LTI as % of Base	5	39	16	---	7	16	25	---
Total Perquisite Amount	6	72	10.9	---	4.2	7.0	17.1	---
SCOPE VARIABLES								
Company Revenue (millions)	7	93	2,813.3	---	218.0	2,043.0	3,348.3	---

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

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

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



Function : EGF – Fossil Power Generation
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	32	182.8	---	166.0	188.4	193.9	---
Actual Bonus Amount	6	15	46.5	---	26.6	50.1	62.7	---
Actual Bonus as % of Base	6	15	25	---	18	28	31	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	32	217.6	---	176.5	217.8	249.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	32	217.6	---	176.5	217.8	249.1	---
Actual Total Direct Compensation (Incl LTI)	8	32	245.8	---	176.5	239.8	301.3	---
Total Compensation (Incl Perqs)	8	32	254.6	---	182.5	242.3	310.4	---
TARGET COMPENSATION								
Target Bonus Amount	8	32	36.4	---	22.3	37.2	52.0	---
Target Bonus as % of Base	8	32	20	---	13	20	25	---
Target Cash Compensation	8	32	219.1	---	184.5	223.1	245.1	---
Target Total Direct Compensation (Incl LTI)	8	32	247.3	---	185.9	242.6	297.2	---
Target Total Compensation (Incl Perqs)	8	32	256.1	---	192.7	256.3	306.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	12	56.3	---	---	53.3	---	---
LTI as % of Base	4	12	29	---	---	28	---	---
Total Perquisite Amount	7	28	11.1	---	0.8	9.0	13.5	---
SCOPE VARIABLES								
Company Revenue (millions)	8	32	3,134.7	---	659.0	2,333.0	4,559.3	---

Bonus Eligibility

0% No
100% Yes

LTI Eligibility

50% No
50% Yes

Hourly Rate Eligibility

100% No
0% Yes

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

TOWERS WATSON 

Function : EGF – Fossil Power Generation
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	188	103.1	---	---	108.2	---	---
Actual Bonus Amount	0	---	---	---	---	---	---	---
Actual Bonus as % of Base	0	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	188	103.1	---	---	108.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	188	103.1	---	---	108.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	188	103.1	---	---	108.2	---	---
Total Compensation (Incl Perqs)	4	188	113.0	---	---	114.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	0	---	---	---	---	---	---	---
Target Bonus as % of Base	0	---	---	---	---	---	---	---
Target Cash Compensation	4	188	103.1	---	---	108.2	---	---
Target Total Direct Compensation (Incl LTI)	4	188	103.1	---	---	108.2	---	---
Target Total Compensation (Incl Perqs)	4	188	113.0	---	---	114.9	---	---
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	188	2,113.0	---	---	1,635.5	---	---

Bonus Eligibility

100% No
0% Yes

LTI Eligibility

100% No
0% Yes

Hourly Rate Eligibility

25% No
75% Yes

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Effective date April 01, 2015
Company weighted statistics

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



Function : EGH – Hydroelectric Power Generation
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	153	101.3	---	---	97.2	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	153	103.4	---	---	100.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	153	105.7	---	---	100.6	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	153	103.4	---	---	100.6	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	153	5,085.2	---	---	2,953.3	---	---

Bonus Eligibility
73% No
27% Yes

LTI Eligibility
--- No
--- Yes

Hourly Rate Eligibility
62% No
38% Yes

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

All monetary values in thousands – 2015 Accounting Value

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



Function : EGH – Hydroelectric Power Generation
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	50	132.7	---	115.5	132.8	147.1	---
Actual Bonus Amount	5	47	19.1	---	10.9	12.8	30.5	---
Actual Bonus as % of Base	5	47	14	---	8	11	21	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	50	147.4	---	127.7	141.0	163.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	50	147.4	---	127.7	141.0	163.5	---
Actual Total Direct Compensation (Incl LTI)	5	49	159.3	---	130.4	147.9	193.9	---
Total Compensation (Incl Perqs)	5	49	162.3	---	134.8	148.2	196.8	---
TARGET COMPENSATION								
Target Bonus Amount	6	48	16.9	---	11.1	13.2	23.1	---
Target Bonus as % of Base	6	48	12	---	9	10	17	---
Target Cash Compensation	6	50	148.0	---	126.8	147.1	160.6	---
Target Total Direct Compensation (Incl LTI)	5	49	160.2	---	135.8	149.4	190.0	---
Target Total Compensation (Incl Perqs)	5	49	163.1	---	139.2	151.3	192.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	27	5.1	---	---	4.4	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	50	4,167.8	---	906.7	2,333.0	7,131.8	---

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

60% No
40% Yes

Hourly Rate Eligibility

100% No
0% Yes

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

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

TOWERS WATSON 

Function : EGH – Hydroelectric Power Generation
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	42	149.2	---	---	148.2	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	42	168.0	---	---	170.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	42	168.0	---	---	170.8	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	42	20.9	---	---	19.8	---	---
Target Bonus as % of Base	4	42	14	---	---	14	---	---
Target Cash Compensation	4	42	170.0	---	---	176.6	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
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	42	5,396.9	---	---	3,503.0	---	---

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
--- No
--- 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

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



Function : EGH – Hydroelectric Power Generation
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	448	81.9	---	---	78.0	---	---
Actual Bonus Amount	1	---	---	---	---	---	---	---
Actual Bonus as % of Base	1	---	---	---	---	---	---	---
Hourly Rate	4	448	40	---	---	39	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	448	82.6	---	---	79.4	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	448	83.4	---	---	79.4	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	1	---	---	---	---	---	---	---
Target Bonus as % of Base	1	---	---	---	---	---	---	---
Target Cash Compensation	4	445	83.1	---	---	79.4	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	448	5,085.2	---	---	2,953.3	---	---

Bonus Eligibility

70% No
30% Yes

LTI Eligibility

--- No
--- Yes

Hourly Rate Eligibility

0% No
100% Yes

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

All monetary values in thousands – 2015 Accounting Value

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



Function : EGR – Renewable/Alt. Power Generation
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	5	150.5	---	135.8	154.1	163.5	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	5	174.6	---	135.8	192.4	204.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	5	174.6	---	135.8	192.4	204.4	---
Actual Total Direct Compensation (Incl LTI)	4	4	219.5	---	---	241.1	---	---
Total Compensation (Incl Perqs)	4	4	221.6	---	---	241.7	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	4	26.8	---	---	31.6	---	---
Target Bonus as % of Base	4	4	17	---	---	20	---	---
Target Cash Compensation	4	4	181.2	---	---	189.6	---	---
Target Total Direct Compensation (Incl LTI)	4	4	216.3	---	---	232.9	---	---
Target Total Compensation (Incl Perqs)	4	4	218.3	---	---	233.5	---	---
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	5	10,977.9	---	1,085.8	2,043.0	25,337.5	---

Bonus Eligibility

0% No
100% Yes

LTI Eligibility

20% No
80% Yes

Hourly Rate Eligibility

100% No
0% Yes

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

TOWERS WATSON 

Function : ENP – New Power Plant Development Project Mgmt
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	39	158.3	---	---	161.1	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	39	181.0	---	---	171.8	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	39	184.7	---	---	171.8	---	---
Actual Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	38	24.2	---	---	21.7	---	---
Target Bonus as % of Base	4	38	15	---	---	15	---	---
Target Cash Compensation	4	38	182.7	---	---	183.3	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
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	39	4,811.9	---	---	2,333.0	---	---

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

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



Function : EOP – Natural Resources Exploration/Oper/Prod
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	1420	132.9	107.2	125.4	131.4	146.8	154.7
Actual Bonus Amount	18	1332	25.9	8.8	12.7	25.8	38.8	42.5
Actual Bonus as % of Base	18	1332	20	7	10	21	28	33
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	21	1420	155.0	125.3	141.0	148.0	178.3	187.4
Actual Retention Bonus	6	503	21.3	---	16.6	20.0	28.0	---
Total Variable Payments – Excl Actual Bonus	13	686	19.0	2.8	9.2	14.8	34.6	37.2
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	1420	162.7	125.3	143.0	156.1	188.4	194.9
Actual Total Direct Compensation (Incl LTI)	21	1420	180.9	127.3	145.6	181.3	224.6	239.4
Total Compensation (Incl Perqs)	21	1420	185.1	128.2	146.1	183.6	231.6	248.5
TARGET COMPENSATION								
Target Bonus Amount	17	1090	23.5	14.5	19.2	23.7	26.4	32.1
Target Bonus as % of Base	17	1090	18	11	15	17	20	26
Target Cash Compensation	20	1168	152.9	125.2	133.7	151.9	173.4	179.3
Target Total Direct Compensation (Incl LTI)	20	1168	170.8	125.4	145.1	159.2	204.1	216.2
Target Total Compensation (Incl Perqs)	20	1168	174.6	126.2	145.4	167.6	206.6	223.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	874	30.9	11.2	14.8	24.4	41.6	58.8
LTI as % of Base	17	874	23	9	12	22	26	45
Total Perquisite Amount	17	677	7.0	0.5	0.5	4.1	8.7	25.2
SCOPE VARIABLES								
Company Revenue (millions)	21	1420	11,220.9	489.6	1,681.5	5,162.0	19,252.5	31,629.9

Bonus Eligibility

15% No
85% Yes

LTI Eligibility

30% No
70% Yes

Hourly Rate Eligibility

99% No
1% Yes

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