

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



Function : EOP – Natural Resources Exploration/Oper/Prod
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	24	482	166.3	136.7	150.9	164.6	176.7	193.7
Actual Bonus Amount	21	423	45.2	25.3	31.3	43.8	57.0	69.9
Actual Bonus as % of Base	21	423	27	16	19	26	32	39
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	24	482	205.8	158.5	173.7	199.4	224.2	255.3
Actual Retention Bonus	7	76	21.2	---	15.0	20.0	26.5	---
Total Variable Payments – Excl Actual Bonus	17	157	25.1	4.3	9.8	23.4	34.3	53.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	482	214.9	160.0	174.9	213.3	242.9	274.7
Actual Total Direct Compensation (Incl LTI)	24	482	265.3	176.7	207.3	252.4	311.9	369.9
Total Compensation (Incl Perqs)	24	482	269.9	178.6	207.3	261.8	316.1	373.1
TARGET COMPENSATION								
Target Bonus Amount	21	392	38.2	26.9	29.1	34.6	41.4	72.1
Target Bonus as % of Base	21	392	23	16	19	21	25	30
Target Cash Compensation	23	448	200.7	161.6	172.4	195.4	223.3	243.1
Target Total Direct Compensation (Incl LTI)	23	448	248.5	183.7	203.0	229.5	271.2	326.5
Target Total Compensation (Incl Perqs)	23	448	252.7	184.5	203.0	229.7	271.2	330.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	389	62.9	28.0	30.3	53.8	76.8	154.3
LTI as % of Base	21	389	37	19	20	26	44	70
Total Perquisite Amount	20	243	7.0	0.5	1.4	5.2	9.0	20.5
SCOPE VARIABLES								
Company Revenue (millions)	24	482	10,126.3	520.1	1,490.7	4,286.6	18,795.8	31,943.3

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

16% No
84% Yes

Hourly Rate Eligibility

100% No
0% Yes

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

All monetary values in thousands – 2015 Accounting Value

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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 : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	183	199.4	157.7	183.6	206.3	214.0	228.5
Actual Bonus Amount	17	166	66.0	43.3	51.2	67.0	75.7	98.2
Actual Bonus as % of Base	17	166	34	20	25	34	43	49
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	20	183	255.4	205.2	226.4	257.4	281.5	318.3
Actual Retention Bonus	4	14	26.3	---	---	20.0	---	---
Total Variable Payments – Excl Actual Bonus	11	48	34.1	2.8	20.6	27.5	41.9	91.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	183	262.8	206.1	237.4	269.9	283.2	325.8
Actual Total Direct Compensation (Incl LTI)	20	183	356.6	213.6	320.8	356.1	418.5	437.4
Total Compensation (Incl Perqs)	20	183	364.5	214.9	322.0	358.7	432.4	446.6
TARGET COMPENSATION								
Target Bonus Amount	17	158	58.0	36.5	44.7	51.7	63.3	92.3
Target Bonus as % of Base	17	158	30	20	23	27	33	42
Target Cash Compensation	19	171	250.5	203.1	219.3	249.5	267.6	307.3
Target Total Direct Compensation (Incl LTI)	19	171	340.5	219.3	294.8	350.9	374.0	432.1
Target Total Compensation (Incl Perqs)	19	171	348.1	228.0	295.8	363.7	382.5	432.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	172	105.8	44.5	66.0	85.0	124.5	186.4
LTI as % of Base	18	172	57	24	32	41	67	108
Total Perquisite Amount	17	152	9.9	0.5	2.3	8.0	12.3	24.5
SCOPE VARIABLES								
Company Revenue (millions)	20	183	12,428.2	479.4	1,465.1	7,228.4	21,410.5	34,150.9

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

16% No
84% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : EOP – Natural Resources Exploration/Oper/Prod
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	62	238.0	187.2	221.5	244.3	251.4	272.9
Actual Bonus Amount	10	59	95.9	68.3	73.4	89.2	117.5	138.4
Actual Bonus as % of Base	10	59	40	31	33	40	48	54
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	62	324.4	242.0	280.6	330.1	376.0	395.6
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	18	26.4	---	7.9	31.0	42.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	62	333.0	242.0	308.3	334.0	390.3	396.8
Actual Total Direct Compensation (Incl LTI)	11	62	453.7	255.0	423.1	454.8	534.8	598.5
Total Compensation (Incl Perqs)	11	62	465.4	255.4	433.7	463.2	557.1	615.6
TARGET COMPENSATION								
Target Bonus Amount	10	59	78.5	47.8	52.4	70.6	91.6	157.7
Target Bonus as % of Base	10	59	33	22	25	30	35	67
Target Cash Compensation	11	62	308.8	230.4	263.7	314.3	345.3	394.2
Target Total Direct Compensation (Incl LTI)	11	62	429.5	252.1	364.7	447.9	497.8	555.8
Target Total Compensation (Incl Perqs)	11	62	441.2	252.5	379.4	456.3	500.4	573.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	57	136.2	61.5	93.7	125.2	185.5	220.7
LTI as % of Base	10	57	57	34	41	51	69	103
Total Perquisite Amount	9	44	14.2	---	11.6	15.5	17.5	---
SCOPE VARIABLES								
Company Revenue (millions)	11	62	12,622.2	500.8	1,300.0	9,294.8	19,642.0	38,705.6

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

11% No
89% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Position Summary Table
August 2015
TOTAL SAMPLE



Function : EOP – Natural Resources Exploration/Oper/Prod
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	57	91.3	---	72.8	88.2	99.5	---
Actual Bonus Amount	6	56	14.6	---	10.1	15.8	19.2	---
Actual Bonus as % of Base	6	56	16	---	11	17	21	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	57	103.8	---	88.7	99.5	108.7	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	57	107.0	---	88.7	99.5	119.8	---
Actual Total Direct Compensation (Incl LTI)	7	57	109.0	---	89.9	106.5	119.8	---
Total Compensation (Incl Perqs)	7	57	109.7	---	89.9	108.7	121.9	---
TARGET COMPENSATION								
Target Bonus Amount	6	56	12.9	---	8.8	11.8	18.7	---
Target Bonus as % of Base	6	56	14	---	10	14	17	---
Target Cash Compensation	7	57	102.4	---	91.0	99.5	106.2	---
Target Total Direct Compensation (Incl LTI)	7	57	104.3	---	92.3	99.6	106.2	---
Target Total Compensation (Incl Perqs)	7	57	105.0	---	92.3	101.7	106.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	57	10,759.8	---	1,973.0	4,361.7	19,642.0	---

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

40% No
60% Yes

Hourly Rate Eligibility

86% No
14% 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 : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	51	114.0	89.5	101.9	109.7	132.5	136.8
Actual Bonus Amount	8	47	19.5	---	13.0	17.9	29.3	---
Actual Bonus as % of Base	8	47	17	---	10	17	23	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	51	129.5	91.5	115.6	121.3	151.5	164.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	51	132.8	91.5	117.6	121.3	153.2	186.7
Actual Total Direct Compensation (Incl LTI)	10	51	140.2	91.5	118.7	140.6	164.6	186.9
Total Compensation (Incl Perqs)	10	51	143.0	95.9	118.7	140.6	168.0	192.3
TARGET COMPENSATION								
Target Bonus Amount	7	43	18.8	---	10.9	19.0	20.6	---
Target Bonus as % of Base	7	43	17	---	10	15	20	---
Target Cash Compensation	9	47	126.1	---	115.5	119.4	150.5	---
Target Total Direct Compensation (Incl LTI)	9	47	132.4	---	118.2	131.9	153.5	---
Target Total Compensation (Incl Perqs)	9	47	135.5	---	118.2	131.9	158.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	17	18.9	---	---	15.1	---	---
LTI as % of Base	4	17	18	---	---	13	---	---
Total Perquisite Amount	4	32	7.2	---	---	5.1	---	---
SCOPE VARIABLES								
Company Revenue (millions)	10	51	11,481.9	761.6	2,025.5	9,537.8	19,057.7	30,375.2

Bonus Eligibility

20% No
80% Yes

LTI Eligibility

40% No
60% Yes

Hourly Rate Eligibility

80% No
20% 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 : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	107	137.5	112.0	122.5	141.0	147.5	160.9
Actual Bonus Amount	11	61	31.1	15.5	24.1	29.2	39.0	50.4
Actual Bonus as % of Base	11	61	23	13	18	25	29	37
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	107	163.8	135.4	148.1	164.6	178.7	192.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	32	24.6	---	14.2	18.5	31.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	107	169.8	135.4	150.2	169.3	187.2	206.5
Actual Total Direct Compensation (Incl LTI)	13	107	191.2	144.3	164.8	175.8	216.8	246.3
Total Compensation (Incl Perqs)	13	107	196.1	144.6	169.7	180.1	233.3	249.3
TARGET COMPENSATION								
Target Bonus Amount	12	64	26.9	17.1	21.6	24.0	27.3	54.3
Target Bonus as % of Base	12	64	20	14	15	17	20	41
Target Cash Compensation	13	107	162.3	133.0	144.5	165.1	170.5	193.9
Target Total Direct Compensation (Incl LTI)	13	107	183.7	149.3	167.4	172.8	208.0	227.8
Target Total Compensation (Incl Perqs)	13	107	188.6	153.3	169.1	174.1	225.7	228.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	48	32.7	11.4	14.8	26.0	41.5	82.1
LTI as % of Base	11	48	25	8	11	20	29	72
Total Perquisite Amount	10	60	6.5	0.2	0.4	1.1	10.5	28.5
SCOPE VARIABLES								
Company Revenue (millions)	13	107	12,305.5	282.6	2,248.0	7,472.5	22,382.0	32,864.5

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

23% No
77% 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 : EOP – Natural Resources Exploration/Oper/Prod
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	86	153.5	110.1	124.8	153.9	179.5	199.7
Actual Bonus Amount	8	81	44.9	---	30.2	50.2	56.2	---
Actual Bonus as % of Base	8	81	28	---	19	30	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	86	189.4	111.2	162.7	190.5	217.7	253.7
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	24	23.5	---	13.1	22.3	27.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	86	199.7	111.2	166.9	203.0	233.1	281.4
Actual Total Direct Compensation (Incl LTI)	10	86	238.4	113.0	181.9	250.6	282.4	388.6
Total Compensation (Incl Perqs)	10	86	245.2	118.2	182.6	257.4	284.6	395.6
TARGET COMPENSATION								
Target Bonus Amount	8	57	34.2	---	26.8	39.1	44.1	---
Target Bonus as % of Base	8	57	22	---	18	23	25	---
Target Cash Compensation	9	61	187.1	---	169.5	185.1	211.5	---
Target Total Direct Compensation (Incl LTI)	9	61	228.1	---	199.7	231.4	240.6	---
Target Total Compensation (Incl Perqs)	9	61	235.3	---	202.6	238.5	256.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	74	56.0	---	22.8	37.4	56.0	---
LTI as % of Base	8	74	40	---	15	26	32	---
Total Perquisite Amount	9	60	10.1	---	4.0	5.9	17.8	---
SCOPE VARIABLES								
Company Revenue (millions)	10	86	11,116.0	1,374.3	3,669.5	7,228.4	19,057.7	30,375.2

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

25% No
75% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Position Summary Table
August 2015
TOTAL SAMPLE



Function : EOP – Natural Resources Exploration/Oper/Prod
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	19	190.8	---	---	188.5	---	---
Actual Bonus Amount	4	19	61.9	---	---	69.9	---	---
Actual Bonus as % of Base	4	19	32	---	---	36	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	19	252.7	---	---	258.6	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	19	259.3	---	---	265.8	---	---
Actual Total Direct Compensation (Incl LTI)	4	19	305.2	---	---	316.0	---	---
Total Compensation (Incl Perqs)	4	19	321.3	---	---	338.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	19	51.6	---	---	53.2	---	---
Target Bonus as % of Base	4	19	27	---	---	28	---	---
Target Cash Compensation	4	19	242.4	---	---	244.7	---	---
Target Total Direct Compensation (Incl LTI)	4	19	288.3	---	---	293.1	---	---
Target Total Compensation (Incl Perqs)	4	19	304.4	---	---	315.6	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	18	52.1	---	---	52.7	---	---
LTI as % of Base	4	18	28	---	---	27	---	---
Total Perquisite Amount	4	19	16.1	---	---	14.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	19	9,133.0	---	---	7,228.4	---	---

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

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Position Summary Table
August 2015
TOTAL SAMPLE



Function : EOP – Natural Resources Exploration/Oper/Prod
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	555	78.6	66.6	69.8	77.7	86.6	93.1
Actual Bonus Amount	12	477	7.5	2.8	5.3	6.8	9.4	13.8
Actual Bonus as % of Base	12	477	10	4	7	9	13	23
Hourly Rate	8	448	40	---	38	39	45	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	555	84.3	72.3	75.6	80.9	93.6	100.7
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	122	11.7	---	4.1	6.3	16.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	555	90.5	72.6	79.9	88.4	99.5	116.0
Actual Total Direct Compensation (Incl LTI)	13	555	91.8	76.6	81.0	88.4	99.5	116.0
Total Compensation (Incl Perqs)	13	555	94.4	76.6	82.7	93.3	99.8	125.2
TARGET COMPENSATION								
Target Bonus Amount	11	255	7.0	4.7	5.3	6.1	6.9	13.9
Target Bonus as % of Base	11	255	10	6	6	8	10	22
Target Cash Compensation	12	288	84.5	72.9	75.9	81.6	93.3	99.6
Target Total Direct Compensation (Incl LTI)	12	288	85.5	75.9	79.4	81.6	93.7	99.6
Target Total Compensation (Incl Perqs)	12	288	88.4	76.8	80.8	87.3	95.4	101.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	336	5.8	---	---	6.3	---	---
LTI as % of Base	4	336	9	---	---	9	---	---
Total Perquisite Amount	8	165	4.4	---	0.5	3.0	8.4	---
SCOPE VARIABLES								
Company Revenue (millions)	13	555	11,922.8	381.6	2,248.0	5,162.0	21,992.5	33,207.1

Bonus Eligibility
19% No
81% Yes

LTI Eligibility
76% No
24% Yes

Hourly Rate Eligibility
39% No
61% 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 : EOP – Natural Resources Exploration/Oper/Prod

Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	1401	87.1	73.7	77.7	85.2	91.1	108.7
Actual Bonus Amount	15	1234	8.4	3.8	5.5	7.0	11.3	16.7
Actual Bonus as % of Base	15	1234	10	5	6	8	13	18
Hourly Rate	10	1158	44	36	38	44	49	53
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	16	1401	94.3	80.7	85.2	90.2	101.1	117.3
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	401	14.0	0.7	3.6	8.0	18.8	54.4
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	1401	99.8	80.7	85.7	94.5	113.0	134.4
Actual Total Direct Compensation (Incl LTI)	16	1401	103.1	81.2	88.7	96.7	117.7	134.4
Total Compensation (Incl Perqs)	16	1401	106.4	81.5	89.6	99.1	126.4	137.3
TARGET COMPENSATION								
Target Bonus Amount	14	915	7.9	4.6	5.7	6.8	8.2	15.5
Target Bonus as % of Base	14	915	9	6	6	8	11	17
Target Cash Compensation	15	1059	94.4	80.3	85.2	90.3	103.8	115.8
Target Total Direct Compensation (Incl LTI)	15	1059	97.6	80.3	89.0	95.3	112.1	115.8
Target Total Compensation (Incl Perqs)	15	1059	101.2	80.5	90.8	99.0	115.7	121.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	490	14.3	---	---	11.1	---	---
LTI as % of Base	4	490	18	---	---	15	---	---
Total Perquisite Amount	11	703	5.1	0.3	0.5	1.2	9.9	19.4
SCOPE VARIABLES								
Company Revenue (millions)	16	1401	13,419.9	487.2	2,155.5	6,317.2	23,752.0	35,668.6

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

75% No
25% Yes

Hourly Rate Eligibility

38% No
62% 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 : EOP – Natural Resources Exploration/Oper/Prod

Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	2707	100.8	85.8	93.9	98.4	110.2	118.7
Actual Bonus Amount	14	2500	11.3	4.4	8.3	9.4	14.0	21.8
Actual Bonus as % of Base	14	2500	11	5	7	10	14	22
Hourly Rate	8	2202	50	---	47	47	55	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	2707	110.5	97.8	100.5	103.9	122.2	130.4
Actual Retention Bonus	4	160	27.2	---	---	14.5	---	---
Total Variable Payments – Excl Actual Bonus	12	723	18.5	1.0	5.8	10.2	25.3	62.7
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	2707	117.2	99.0	102.0	113.7	124.5	149.0
Actual Total Direct Compensation (Incl LTI)	15	2707	122.0	102.8	107.3	119.9	134.2	149.1
Total Compensation (Incl Perqs)	15	2707	125.7	103.9	108.2	123.9	138.6	153.7
TARGET COMPENSATION								
Target Bonus Amount	13	1601	11.2	6.1	7.6	9.2	11.1	27.7
Target Bonus as % of Base	13	1601	11	6	7	8	12	26
Target Cash Compensation	14	1736	110.3	96.3	99.2	105.0	122.8	131.0
Target Total Direct Compensation (Incl LTI)	14	1736	115.1	100.8	102.8	113.0	126.6	134.2
Target Total Compensation (Incl Perqs)	14	1736	119.0	101.6	107.7	117.9	129.1	136.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	1230	19.0	---	7.7	15.2	33.0	---
LTI as % of Base	6	1230	20	---	7	18	32	---
Total Perquisite Amount	12	1367	5.0	0.3	0.5	2.0	4.9	22.5
SCOPE VARIABLES								
Company Revenue (millions)	15	2707	12,291.0	433.5	2,433.0	7,472.5	19,642.0	32,863.5

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

69% No
31% Yes

Hourly Rate Eligibility

52% No
48% 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 : EOP – Natural Resources Exploration/Oper/Prod
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	1848	111.0	93.8	104.7	112.8	118.7	125.8
Actual Bonus Amount	16	1714	13.0	5.8	7.2	12.7	17.1	23.2
Actual Bonus as % of Base	16	1714	12	5	6	11	16	25
Hourly Rate	10	1404	55	50	52	55	58	61
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	17	1848	122.6	108.6	115.7	122.3	128.6	139.6
Actual Retention Bonus	6	440	26.9	---	15.2	19.6	36.4	---
Total Variable Payments – Excl Actual Bonus	13	889	23.0	7.2	10.4	15.8	31.1	59.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	1848	132.1	110.2	118.3	126.7	145.5	168.1
Actual Total Direct Compensation (Incl LTI)	17	1848	138.4	114.3	121.3	129.4	155.9	174.6
Total Compensation (Incl Perqs)	17	1848	141.8	115.0	121.6	130.7	159.8	179.3
TARGET COMPENSATION								
Target Bonus Amount	15	1480	11.7	6.7	7.4	11.4	13.0	19.8
Target Bonus as % of Base	15	1480	11	6	7	10	12	21
Target Cash Compensation	16	1600	120.8	105.7	113.0	120.0	130.9	136.5
Target Total Direct Compensation (Incl LTI)	16	1600	127.1	114.1	117.8	122.1	138.1	146.3
Target Total Compensation (Incl Perqs)	16	1600	130.8	115.0	118.5	131.5	140.7	148.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	563	23.9	---	8.6	23.1	38.2	---
LTI as % of Base	9	563	21	---	9	20	33	---
Total Perquisite Amount	12	1203	5.3	0.4	0.5	2.8	6.8	20.8
SCOPE VARIABLES								
Company Revenue (millions)	17	1848	11,560.1	543.4	2,248.0	7,472.5	19,252.5	32,370.1

Bonus Eligibility

10% No
90% 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 : EOP – Natural Resources Exploration/Oper/Prod
Level : W1 – Entry (W1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	52	74.6	---	67.7	69.2	86.1	---
Actual Bonus Amount	5	50	5.3	---	2.4	5.8	7.9	---
Actual Bonus as % of Base	5	50	7	---	4	8	9	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	52	78.9	---	69.8	72.0	93.5	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	17	6.8	---	---	6.6	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	52	81.5	---	69.9	74.6	100.1	---
Actual Total Direct Compensation (Incl LTI)	6	52	84.6	---	69.9	79.0	102.5	---
Total Compensation (Incl Perqs)	6	52	86.9	---	75.1	79.8	103.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	51	5.0	---	3.1	4.7	7.0	---
Target Bonus as % of Base	5	51	7	---	4	7	9	---
Target Cash Compensation	6	52	78.7	---	70.2	72.3	91.4	---
Target Total Direct Compensation (Incl LTI)	6	52	81.8	---	70.2	76.7	93.9	---
Target Total Compensation (Incl Perqs)	6	52	84.1	---	73.3	78.9	95.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	5	48	2.7	---	0.7	1.2	5.5	---
SCOPE VARIABLES								
Company Revenue (millions)	6	52	2,843.7	---	482.7	1,282.9	5,607.8	---

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

50% No
50% Yes

Hourly Rate Eligibility

58% No
42% 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 : EOP – Natural Resources Exploration/Oper/Prod
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	177	83.3	---	68.2	79.9	105.9	---
Actual Bonus Amount	4	150	5.3	---	---	5.1	---	---
Actual Bonus as % of Base	4	150	5	---	---	6	---	---
Hourly Rate	5	93	41	---	30	39	52	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	177	86.8	---	68.9	82.0	112.8	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	177	88.9	---	68.9	82.3	119.0	---
Actual Total Direct Compensation (Incl LTI)	6	177	91.3	---	68.9	86.6	120.3	---
Total Compensation (Incl Perqs)	6	177	92.8	---	69.7	87.3	122.0	---
TARGET COMPENSATION								
Target Bonus Amount	4	151	5.8	---	---	5.4	---	---
Target Bonus as % of Base	4	151	6	---	---	6	---	---
Target Cash Compensation	6	177	87.2	---	69.9	82.7	112.3	---
Target Total Direct Compensation (Incl LTI)	6	177	89.5	---	69.9	86.9	113.7	---
Target Total Compensation (Incl Perqs)	6	177	91.0	---	70.6	87.6	115.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	105	2.3	---	---	0.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	177	2,550.4	---	545.5	1,282.9	4,099.4	---

Bonus Eligibility

33% No
67% Yes

LTI Eligibility

67% No
33% Yes

Hourly Rate Eligibility

18% No
82% 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 : EOP – Natural Resources Exploration/Oper/Prod
Level : W3 – Senior (W3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	174	95.3	---	80.6	92.6	117.0	---
Actual Bonus Amount	4	168	5.8	---	---	5.9	---	---
Actual Bonus as % of Base	4	168	5	---	---	6	---	---
Hourly Rate	5	111	46	---	36	43	57	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	174	99.2	---	81.4	95.3	124.5	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	174	102.0	---	81.4	96.0	133.3	---
Actual Total Direct Compensation (Incl LTI)	6	174	104.6	---	81.4	100.4	135.0	---
Total Compensation (Incl Perqs)	6	174	106.3	---	82.1	101.6	136.7	---
TARGET COMPENSATION								
Target Bonus Amount	4	168	6.5	---	---	6.2	---	---
Target Bonus as % of Base	4	168	6	---	---	6	---	---
Target Cash Compensation	6	174	99.6	---	82.6	95.9	124.1	---
Target Total Direct Compensation (Incl LTI)	6	174	102.2	---	82.6	100.3	125.7	---
Target Total Compensation (Incl Perqs)	6	174	103.9	---	83.3	101.5	127.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	94	2.5	---	---	1.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	174	2,550.4	---	545.5	1,282.9	4,099.4	---

Bonus Eligibility

33% No
67% Yes

LTI Eligibility

67% No
33% Yes

Hourly Rate Eligibility

17% No
83% 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 : EOP – Natural Resources Exploration/Oper/Prod
Level : W4 – Lead (W4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	997	118.0	---	91.5	114.9	142.1	---
Actual Bonus Amount	4	964	16.5	---	---	10.0	---	---
Actual Bonus as % of Base	4	964	11	---	---	8	---	---
Hourly Rate	4	991	52	---	---	54	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	997	129.0	---	91.5	121.3	161.7	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	997	135.8	---	91.5	130.3	171.2	---
Actual Total Direct Compensation (Incl LTI)	6	997	138.6	---	91.5	134.8	177.3	---
Total Compensation (Incl Perqs)	6	997	140.7	---	91.9	135.0	183.5	---
TARGET COMPENSATION								
Target Bonus Amount	4	964	15.3	---	---	10.0	---	---
Target Bonus as % of Base	4	964	10	---	---	8	---	---
Target Cash Compensation	6	997	128.1	---	91.5	121.6	160.4	---
Target Total Direct Compensation (Incl LTI)	6	997	131.0	---	91.5	126.0	166.8	---
Target Total Compensation (Incl Perqs)	6	997	133.1	---	91.9	126.2	173.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	62	3.1	---	---	2.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	997	3,182.2	---	1,066.6	1,825.3	5,607.8	---

Bonus Eligibility

33% No
67% Yes

LTI Eligibility

50% No
50% Yes

Hourly Rate Eligibility

34% No
66% 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 : EOR – Refinery/Manufacturing Operations
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	270	144.6	---	131.7	144.4	154.7	---
Actual Bonus Amount	8	224	29.7	---	20.7	32.0	33.7	---
Actual Bonus as % of Base	8	224	20	---	15	22	25	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	270	171.0	---	151.1	169.5	184.0	---
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	90	10.0	---	4.1	6.3	13.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	270	176.9	---	151.2	174.6	201.7	---
Actual Total Direct Compensation (Incl LTI)	9	270	187.3	---	161.3	182.9	213.4	---
Total Compensation (Incl Perqs)	9	270	188.2	---	161.3	183.2	214.6	---
TARGET COMPENSATION								
Target Bonus Amount	8	224	24.0	---	18.1	23.2	26.2	---
Target Bonus as % of Base	8	224	16	---	14	16	19	---
Target Cash Compensation	9	270	165.9	---	147.6	161.7	180.8	---
Target Total Direct Compensation (Incl LTI)	9	270	176.3	---	155.1	161.7	198.8	---
Target Total Compensation (Incl Perqs)	9	270	177.3	---	157.7	162.2	199.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	139	28.9	---	20.8	30.5	37.1	---
LTI as % of Base	6	139	19	---	16	18	24	---
Total Perquisite Amount	5	79	2.4	---	0.4	0.5	5.5	---
SCOPE VARIABLES								
Company Revenue (millions)	9	270	17,202.2	---	3,778.5	7,472.5	33,899.4	---

Bonus Eligibility

11% No
89% Yes

LTI Eligibility

42% No
58% Yes

Hourly Rate Eligibility

95% No
5% 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 : EOR – Refinery/Manufacturing Operations

Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	72	170.7	157.5	162.1	166.7	172.7	201.9
Actual Bonus Amount	11	56	36.8	17.0	24.6	32.3	49.4	62.0
Actual Bonus as % of Base	11	56	21	10	14	19	29	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	72	204.4	173.4	184.8	198.4	214.8	263.2
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	27	19.5	---	5.9	11.8	45.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	72	215.5	175.1	186.7	207.9	237.6	295.9
Actual Total Direct Compensation (Incl LTI)	12	72	245.9	183.3	195.9	219.0	290.0	378.9
Total Compensation (Incl Perqs)	12	72	247.4	183.6	196.0	224.4	290.0	383.0
TARGET COMPENSATION								
Target Bonus Amount	11	56	33.1	18.7	28.9	31.7	39.8	51.6
Target Bonus as % of Base	11	56	19	11	17	20	22	27
Target Cash Compensation	12	72	201.0	175.6	188.5	193.0	209.1	249.8
Target Total Direct Compensation (Incl LTI)	12	72	231.4	184.4	189.2	213.7	273.2	332.8
Target Total Compensation (Incl Perqs)	12	72	233.0	184.5	189.6	214.1	273.2	336.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	38	56.9	---	35.6	52.1	81.1	---
LTI as % of Base	8	38	32	---	22	29	42	---
Total Perquisite Amount	7	28	2.6	---	0.4	0.5	5.9	---
SCOPE VARIABLES								
Company Revenue (millions)	12	72	13,032.9	420.8	543.9	4,998.9	29,956.4	39,212.3

Bonus Eligibility

8% No
92% Yes

LTI Eligibility

40% No
60% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



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

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	17	208.1	---	179.6	205.1	232.2	---
Actual Bonus Amount	5	16	61.5	---	36.7	58.5	87.8	---
Actual Bonus as % of Base	5	16	31	---	17	33	43	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	17	259.4	---	228.5	265.1	285.1	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	17	270.3	---	231.8	265.1	316.8	---
Actual Total Direct Compensation (Incl LTI)	6	17	348.4	---	296.1	352.7	411.0	---
Total Compensation (Incl Perqs)	6	17	355.8	---	309.7	357.1	414.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	16	51.4	---	42.3	48.1	62.1	---
Target Bonus as % of Base	5	16	26	---	23	25	29	---
Target Cash Compensation	6	17	251.0	---	222.2	252.3	275.0	---
Target Total Direct Compensation (Incl LTI)	6	17	329.1	---	261.1	332.0	389.9	---
Target Total Compensation (Incl Perqs)	6	17	336.5	---	275.1	340.6	396.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	16	93.7	---	58.0	94.4	129.2	---
LTI as % of Base	5	16	43	---	32	41	55	---
Total Perquisite Amount	5	15	11.3	---	2.9	8.3	21.2	---
SCOPE VARIABLES								
Company Revenue (millions)	6	17	16,318.3	---	528.2	14,570.0	32,733.6	---

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

17% No
83% 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 : EOR – Refinery/Manufacturing Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	18	130.9	---	124.4	129.1	138.4	---
Actual Bonus Amount	4	17	22.6	---	---	18.6	---	---
Actual Bonus as % of Base	4	17	17	---	---	15	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	18	149.0	---	134.2	145.6	165.6	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	14	7.8	---	---	5.2	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	18	155.0	---	137.7	156.9	171.3	---
Actual Total Direct Compensation (Incl LTI)	5	18	155.2	---	137.7	156.9	171.9	---
Total Compensation (Incl Perqs)	5	18	155.4	---	137.7	156.9	172.3	---
TARGET COMPENSATION								
Target Bonus Amount	4	17	18.4	---	---	17.5	---	---
Target Bonus as % of Base	4	17	14	---	---	13	---	---
Target Cash Compensation	5	18	145.6	---	132.9	144.4	159.0	---
Target Total Direct Compensation (Incl LTI)	5	18	145.9	---	132.9	145.6	159.0	---
Target Total Compensation (Incl Perqs)	5	18	146.0	---	132.9	146.1	159.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	18	16,958.0	---	4,759.4	7,472.5	33,899.4	---

Bonus Eligibility

20% No
80% Yes

LTI Eligibility

60% No
40% 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 : EOR – Refinery/Manufacturing Operations
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	56	150.1	---	---	152.8	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	56	172.2	---	---	172.3	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	56	180.7	---	---	179.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	56	188.9	---	---	180.4	---	---
Total Compensation (Incl Perqs)	4	56	189.2	---	---	180.6	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	56	167.4	---	---	166.7	---	---
Target Total Direct Compensation (Incl LTI)	4	56	175.6	---	---	169.7	---	---
Target Total Compensation (Incl Perqs)	4	56	175.9	---	---	169.9	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	56	20,312.8	---	---	19,520.1	---	---

Bonus Eligibility
25% No
75% 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

TOWERS WATSON 

Function : EOR – Refinery/Manufacturing Operations
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	13	200.0	---	167.0	183.5	241.2	---
Actual Bonus Amount	4	10	46.4	---	---	41.3	---	---
Actual Bonus as % of Base	4	10	23	---	---	19	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	13	237.0	---	184.1	217.3	299.9	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	13	257.2	---	206.6	259.3	306.7	---
Actual Total Direct Compensation (Incl LTI)	5	13	278.9	---	207.3	279.5	350.3	---
Total Compensation (Incl Perqs)	5	13	280.2	---	207.5	279.5	353.3	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	11	204.0	---	---	215.7	---	---
Target Total Direct Compensation (Incl LTI)	4	11	223.0	---	---	230.9	---	---
Target Total Compensation (Incl Perqs)	4	11	224.6	---	---	231.1	---	---
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	13	17,250.2	---	5,489.9	7,472.5	33,899.4	---

Bonus Eligibility

20% No
80% 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

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



Function : EOR – Refinery/Manufacturing Operations
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	191	128.9	---	---	126.8	---	---
Actual Bonus Amount	4	191	15.4	---	---	14.6	---	---
Actual Bonus as % of Base	4	191	12	---	---	11	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	191	144.3	---	---	142.3	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	191	160.8	---	---	153.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	191	161.2	---	---	154.7	---	---
Total Compensation (Incl Perqs)	4	191	161.9	---	---	154.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	191	14.3	---	---	14.2	---	---
Target Bonus as % of Base	4	191	11	---	---	11	---	---
Target Cash Compensation	4	191	143.2	---	---	140.0	---	---
Target Total Direct Compensation (Incl LTI)	4	191	143.6	---	---	140.7	---	---
Target Total Compensation (Incl Perqs)	4	191	144.3	---	---	140.9	---	---
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	191	17,968.2	---	---	17,553.4	---	---

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
80% No
20% Yes

Hourly Rate Eligibility
45% No
55% 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 : EOT – Transportation and Pipeline
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	270	131.4	---	116.1	133.3	137.0	---
Actual Bonus Amount	8	264	23.6	---	19.6	21.5	31.9	---
Actual Bonus as % of Base	8	264	17	---	14	17	23	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	270	152.4	---	135.3	153.3	163.1	---
Actual Retention Bonus	4	24	17.8	---	---	20.0	---	---
Total Variable Payments – Excl Actual Bonus	5	30	26.5	---	8.7	32.7	41.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	270	161.3	---	136.6	153.3	176.6	---
Actual Total Direct Compensation (Incl LTI)	9	270	166.1	---	137.6	156.0	185.3	---
Total Compensation (Incl Perqs)	9	270	166.4	---	137.6	156.1	185.5	---
TARGET COMPENSATION								
Target Bonus Amount	8	264	20.2	---	16.7	19.9	24.5	---
Target Bonus as % of Base	8	264	15	---	15	15	15	---
Target Cash Compensation	9	270	149.3	---	132.4	153.3	157.9	---
Target Total Direct Compensation (Incl LTI)	9	270	154.2	---	132.5	156.3	172.5	---
Target Total Compensation (Incl Perqs)	9	270	154.5	---	132.5	156.4	172.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	74	15.7	---	11.9	13.9	20.3	---
LTI as % of Base	5	74	12	---	8	11	15	---
Total Perquisite Amount	5	231	0.7	---	0.5	0.8	1.0	---
SCOPE VARIABLES								
Company Revenue (millions)	9	270	17,575.5	---	576.3	10,185.0	35,142.9	---

Bonus Eligibility
11% No
89% Yes

LTI Eligibility
50% No
50% 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 : EOT – Transportation and Pipeline
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	141	161.2	134.1	149.5	155.4	173.0	192.8
Actual Bonus Amount	9	131	34.1	---	26.7	33.2	37.7	---
Actual Bonus as % of Base	9	131	21	---	18	20	25	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	141	189.0	152.8	166.2	190.1	194.7	229.2
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	7	26.0	---	---	25.6	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	141	195.5	152.8	167.1	191.7	218.0	262.2
Actual Total Direct Compensation (Incl LTI)	11	141	224.0	153.0	190.6	220.7	248.6	337.5
Total Compensation (Incl Perqs)	11	141	225.3	153.0	190.9	221.5	249.5	337.5
TARGET COMPENSATION								
Target Bonus Amount	9	131	31.8	---	29.0	31.1	36.6	---
Target Bonus as % of Base	9	131	20	---	20	20	20	---
Target Cash Compensation	11	141	187.2	150.9	166.1	186.5	207.6	227.0
Target Total Direct Compensation (Incl LTI)	11	141	215.7	150.9	191.1	211.1	250.2	285.6
Target Total Compensation (Incl Perqs)	11	141	217.1	150.9	196.3	211.9	251.1	285.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	121	41.2	---	24.7	34.9	58.3	---
LTI as % of Base	9	121	25	---	17	21	32	---
Total Perquisite Amount	6	116	3.1	---	0.6	0.9	7.9	---
SCOPE VARIABLES								
Company Revenue (millions)	11	141	14,185.3	243.3	535.0	4,018.0	36,231.0	39,920.2

Bonus Eligibility

18% No
82% Yes

LTI Eligibility

22% No
78% Yes

Hourly Rate Eligibility

100% No
0% 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 : EOT – Transportation and Pipeline
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	27	200.1	---	187.6	201.6	215.4	---
Actual Bonus Amount	6	27	51.7	---	43.8	47.1	63.8	---
Actual Bonus as % of Base	6	27	26	---	21	24	32	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	27	251.8	---	233.2	252.4	273.0	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	27	252.7	---	233.2	252.4	274.5	---
Actual Total Direct Compensation (Incl LTI)	6	27	317.6	---	281.2	316.1	343.7	---
Total Compensation (Incl Perqs)	6	27	321.0	---	281.8	317.4	349.7	---
TARGET COMPENSATION								
Target Bonus Amount	6	27	48.7	---	38.4	52.8	55.9	---
Target Bonus as % of Base	6	27	24	---	20	25	27	---
Target Cash Compensation	6	27	248.8	---	230.3	252.6	269.7	---
Target Total Direct Compensation (Incl LTI)	6	27	313.6	---	278.3	315.2	346.3	---
Target Total Compensation (Incl Perqs)	6	27	317.0	---	278.9	316.5	352.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	27	64.8	---	44.0	55.7	85.3	---
LTI as % of Base	6	27	32	---	24	28	40	---
Total Perquisite Amount	4	21	5.4	---	---	4.1	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	27	13,004.6	---	556.2	7,101.5	28,251.7	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
0% No	0% No	100% No
100% Yes	100% Yes	0% 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 : EOT – Transportation and Pipeline
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	54	100.6	---	95.1	99.4	106.4	---
Actual Bonus Amount	7	51	12.4	---	10.0	11.3	12.9	---
Actual Bonus as % of Base	7	51	12	---	10	11	14	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	54	111.4	---	107.2	111.3	117.4	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	54	112.3	---	108.0	111.9	118.1	---
Actual Total Direct Compensation (Incl LTI)	8	54	115.9	---	111.3	114.1	118.2	---
Total Compensation (Incl Perqs)	8	54	116.2	---	111.8	114.3	118.3	---
TARGET COMPENSATION								
Target Bonus Amount	7	52	11.2	---	8.7	9.8	14.2	---
Target Bonus as % of Base	7	52	11	---	10	10	14	---
Target Cash Compensation	8	54	110.4	---	104.0	110.0	118.4	---
Target Total Direct Compensation (Incl LTI)	8	54	114.0	---	105.6	113.9	118.8	---
Target Total Compensation (Incl Perqs)	8	54	114.3	---	105.7	114.6	118.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	16	8.8	---	5.0	8.4	12.8	---
LTI as % of Base	5	16	9	---	5	8	13	---
Total Perquisite Amount	4	30	0.6	---	---	0.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	54	19,343.6	---	1,440.8	17,653.5	37,288.5	---

Bonus Eligibility

13% No
87% Yes

LTI Eligibility

45% No
55% 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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2015 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
August 2015
TOTAL SAMPLE



Function : EOT – Transportation and Pipeline
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	37	127.5	---	120.5	126.9	132.0	---
Actual Bonus Amount	6	35	20.8	---	15.6	20.0	24.4	---
Actual Bonus as % of Base	6	35	17	---	12	16	20	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	37	145.3	---	141.5	142.7	148.8	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	37	145.8	---	142.2	143.8	148.8	---
Actual Total Direct Compensation (Incl LTI)	7	37	156.6	---	143.8	151.9	158.6	---
Total Compensation (Incl Perqs)	7	37	157.0	---	143.8	152.6	158.6	---
TARGET COMPENSATION								
Target Bonus Amount	6	35	18.0	---	16.0	18.4	19.9	---
Target Bonus as % of Base	6	35	14	---	13	15	16	---
Target Cash Compensation	7	37	142.9	---	138.7	143.4	148.7	---
Target Total Direct Compensation (Incl LTI)	7	37	153.7	---	143.8	148.4	159.2	---
Target Total Compensation (Incl Perqs)	7	37	154.1	---	143.8	149.1	159.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	21	16.4	---	9.6	10.5	26.1	---
LTI as % of Base	5	21	13	---	8	8	20	---
Total Perquisite Amount	4	22	0.8	---	---	0.9	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	37	11,240.1	---	581.7	4,018.0	25,122.0	---

Bonus Eligibility

14% No
86% Yes

LTI Eligibility

31% No
69% Yes

Hourly Rate Eligibility

98% No
2% 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 : EOT – Transportation and Pipeline
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	69	76.7	---	---	74.1	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	69	79.4	---	---	78.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	69	83.7	---	---	83.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	69	83.7	---	---	83.2	---	---
Total Compensation (Incl Perqs)	4	69	83.8	---	---	83.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	4	69	80.0	---	---	79.6	---	---
Target Total Direct Compensation (Incl LTI)	4	69	80.0	---	---	79.6	---	---
Target Total Compensation (Incl Perqs)	4	69	80.1	---	---	79.8	---	---
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	69	18,647.8	---	---	18,383.0	---	---

Bonus Eligibility

50% No
50% Yes

LTI Eligibility

100% No
0% Yes

Hourly Rate Eligibility

50% No
50% 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 : EOT – Transportation and Pipeline
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	247	91.1	---	82.8	91.9	99.0	---
Actual Bonus Amount	7	241	8.9	---	4.3	7.7	10.5	---
Actual Bonus as % of Base	7	241	10	---	5	8	12	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	247	98.8	---	88.7	99.7	104.5	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	247	103.1	---	89.3	99.7	114.6	---
Actual Total Direct Compensation (Incl LTI)	8	247	104.8	---	91.0	102.4	114.6	---
Total Compensation (Incl Perqs)	8	247	105.0	---	91.1	102.7	114.9	---
TARGET COMPENSATION								
Target Bonus Amount	6	239	7.7	---	5.2	7.9	9.8	---
Target Bonus as % of Base	6	239	8	---	5	9	11	---
Target Cash Compensation	7	245	98.5	---	89.0	100.5	105.9	---
Target Total Direct Compensation (Incl LTI)	7	245	100.1	---	89.0	102.6	108.9	---
Target Total Compensation (Incl Perqs)	7	245	100.4	---	89.4	103.4	109.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	247	14,048.3	---	1,440.8	9,765.5	28,391.6	---

Bonus Eligibility

12% No
88% Yes

LTI Eligibility

50% No
50% Yes

Hourly Rate Eligibility

75% No
25% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands – 2015 Accounting Value

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



Function : EOT – Transportation and Pipeline
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	381	107.3	92.2	97.2	106.5	119.3	129.3
Actual Bonus Amount	9	366	11.0	---	8.2	10.7	14.1	---
Actual Bonus as % of Base	9	366	10	---	7	10	13	---
Hourly Rate	4	54	49	---	---	47	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	381	115.6	94.8	103.3	117.7	121.0	144.0
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	381	119.9	94.8	103.3	119.4	123.5	170.4
Actual Total Direct Compensation (Incl LTI)	11	381	121.6	95.6	103.3	121.0	126.1	170.4
Total Compensation (Incl Perqs)	11	381	122.0	95.6	103.3	121.0	126.5	170.8
TARGET COMPENSATION								
Target Bonus Amount	8	364	10.5	---	8.6	9.7	10.7	---
Target Bonus as % of Base	8	364	10	---	8	10	10	---
Target Cash Compensation	10	379	116.3	95.1	104.9	117.4	122.4	146.7
Target Total Direct Compensation (Incl LTI)	10	379	117.8	95.1	104.9	120.2	126.6	146.7
Target Total Compensation (Incl Perqs)	10	379	118.2	95.1	104.9	120.5	127.2	146.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	48	6.6	---	---	6.9	---	---
LTI as % of Base	4	48	6	---	---	7	---	---
Total Perquisite Amount	4	298	1.0	---	---	0.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	11	381	12,705.0	241.2	479.9	5,979.8	25,122.0	37,359.0

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

73% No
27% Yes

Hourly Rate Eligibility

64% No
36% 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 : EOT – Transportation and Pipeline
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	80	119.8	98.8	115.7	119.4	124.8	139.8
Actual Bonus Amount	10	65	14.5	7.4	8.7	15.9	19.1	21.9
Actual Bonus as % of Base	10	65	12	6	7	13	17	18
Hourly Rate	4	16	54	---	---	56	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	80	132.2	101.9	124.8	130.9	141.9	158.1
Actual Retention Bonus	4	7	40.8	---	---	28.7	---	---
Total Variable Payments – Excl Actual Bonus	5	10	37.0	---	13.2	35.6	61.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	80	145.2	102.1	125.6	141.6	168.7	183.8
Actual Total Direct Compensation (Incl LTI)	11	80	149.2	102.1	125.6	145.5	179.8	184.0
Total Compensation (Incl Perqs)	11	80	149.3	102.1	125.9	145.9	179.8	184.0
TARGET COMPENSATION								
Target Bonus Amount	10	65	13.6	8.3	11.0	12.9	17.1	18.4
Target Bonus as % of Base	10	65	11	7	10	11	14	15
Target Cash Compensation	11	80	131.5	102.1	124.8	128.3	137.4	158.0
Target Total Direct Compensation (Incl LTI)	11	80	135.5	102.1	124.8	133.8	149.0	163.0
Target Total Compensation (Incl Perqs)	11	80	135.6	102.1	125.1	133.8	149.0	163.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	29	12.8	---	10.5	12.1	15.4	---
LTI as % of Base	5	29	11	---	9	10	12	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	11	80	15,473.8	243.3	535.0	9,346.0	36,231.0	39,920.2

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
17% No	61% No	64% No
83% Yes	39% Yes	36% 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 : EOT – Transportation and Pipeline
Level : W2 – Intermediate (W2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	30	75.1	---	62.0	72.4	89.5	---
Actual Bonus Amount	4	27	3.8	---	---	4.1	---	---
Actual Bonus as % of Base	4	27	6	---	---	6	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	30	78.1	---	66.9	73.2	91.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	30	78.1	---	66.9	73.2	91.8	---
Actual Total Direct Compensation (Incl LTI)	5	30	78.1	---	66.9	73.2	91.8	---
Total Compensation (Incl Perqs)	5	30	78.4	---	67.1	74.2	91.8	---
TARGET COMPENSATION								
Target Bonus Amount	4	28	3.5	---	---	3.1	---	---
Target Bonus as % of Base	4	28	5	---	---	5	---	---
Target Cash Compensation	5	30	77.8	---	65.1	74.5	92.2	---
Target Total Direct Compensation (Incl LTI)	5	30	77.8	---	65.1	74.5	92.2	---
Target Total Compensation (Incl Perqs)	5	30	78.1	---	65.3	75.5	92.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	30	7,527.5	---	576.3	899.1	17,792.9	---

Bonus Eligibility
20% No
80% Yes

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
40% No
60% 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 : EOW – Well Operations
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	25	128.2	---	115.4	122.1	144.0	---
Actual Bonus Amount	4	24	26.0	---	---	25.5	---	---
Actual Bonus as % of Base	4	24	20	---	---	19	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	25	149.0	---	127.0	143.8	173.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	5	11.3	---	---	7.4	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	25	152.1	---	132.6	147.6	173.9	---
Actual Total Direct Compensation (Incl LTI)	5	25	169.6	---	136.7	162.3	206.0	---
Total Compensation (Incl Perqs)	5	25	175.3	---	137.0	162.7	219.9	---
TARGET COMPENSATION								
Target Bonus Amount	4	24	24.1	---	---	23.4	---	---
Target Bonus as % of Base	4	24	18	---	---	19	---	---
Target Cash Compensation	5	25	147.4	---	126.6	146.5	168.7	---
Target Total Direct Compensation (Incl LTI)	5	25	164.9	---	134.0	155.5	200.4	---
Target Total Compensation (Incl Perqs)	5	25	170.6	---	134.2	156.1	214.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	11	30.0	---	---	25.5	---	---
LTI as % of Base	4	11	24	---	---	17	---	---
Total Perquisite Amount	4	24	7.2	---	---	1.2	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	25	18,872.4	---	9,015.1	19,642.0	28,344.9	---

Bonus Eligibility
20% No
80% 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
August 2015
TOTAL SAMPLE



Function : EOW – Well Operations
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	50	181.0	117.8	157.1	177.9	209.1	234.9
Actual Bonus Amount	9	48	64.0	---	37.2	59.2	93.8	---
Actual Bonus as % of Base	9	48	35	---	24	34	48	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	50	238.6	174.5	195.6	215.5	302.6	343.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	12	16.8	---	9.9	15.8	24.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	50	245.5	181.8	198.0	220.0	308.5	352.6
Actual Total Direct Compensation (Incl LTI)	10	50	305.6	218.0	234.7	253.9	374.6	476.4
Total Compensation (Incl Perqs)	10	50	310.6	222.1	234.7	260.9	379.1	492.1
TARGET COMPENSATION								
Target Bonus Amount	9	48	49.5	---	36.4	40.1	61.0	---
Target Bonus as % of Base	9	48	28	---	21	25	32	---
Target Cash Compensation	10	50	225.5	157.9	191.3	209.6	290.2	299.8
Target Total Direct Compensation (Incl LTI)	10	50	285.6	195.0	230.1	248.0	355.1	429.9
Target Total Compensation (Incl Perqs)	10	50	290.6	199.2	230.2	253.3	356.5	445.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	30	76.6	---	40.6	68.4	121.2	---
LTI as % of Base	9	30	45	---	21	34	52	---
Total Perquisite Amount	8	46	6.2	---	0.8	5.2	10.8	---
SCOPE VARIABLES								
Company Revenue (millions)	10	50	13,979.6	690.9	3,475.1	8,383.6	26,733.5	35,764.7

Bonus Eligibility

10% No
90% Yes

LTI Eligibility

15% No
85% Yes

Hourly Rate Eligibility

100% No
0% 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 : EOW – Well Operations
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	20	203.2	---	172.8	208.6	222.5	---
Actual Bonus Amount	6	19	54.9	---	44.1	50.8	70.8	---
Actual Bonus as % of Base	6	19	28	---	21	28	34	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	20	250.2	---	219.5	238.8	285.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	20	257.9	---	219.5	238.8	296.9	---
Actual Total Direct Compensation (Incl LTI)	7	20	322.7	---	307.4	318.6	366.6	---
Total Compensation (Incl Perqs)	7	20	331.6	---	309.8	336.3	370.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	14	60.4	---	52.0	52.5	72.8	---
Target Bonus as % of Base	5	14	31	---	25	27	39	---
Target Cash Compensation	6	15	253.7	---	224.1	256.5	271.8	---
Target Total Direct Compensation (Incl LTI)	6	15	304.4	---	272.5	295.0	340.0	---
Target Total Compensation (Incl Perqs)	6	15	314.1	---	277.9	311.1	344.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	18	76.6	---	24.0	78.5	116.7	---
LTI as % of Base	6	18	38	---	14	34	65	---
Total Perquisite Amount	5	17	12.7	---	4.2	5.2	24.8	---
SCOPE VARIABLES								
Company Revenue (millions)	7	20	15,158.9	---	1,265.7	18,863.0	25,122.0	---

Bonus Eligibility
14% No
86% Yes

LTI Eligibility
0% No
100% Yes

Hourly Rate Eligibility
100% No
0% Yes

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

All monetary values in thousands – 2015 Accounting Value

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



Function : EOW – Well Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	29	117.6	---	92.5	111.2	147.3	---
Actual Bonus Amount	5	5	23.3	---	17.0	23.4	29.6	---
Actual Bonus as % of Base	5	5	20	---	14	21	25	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	29	137.0	---	113.8	117.9	177.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	29	142.0	---	116.4	125.2	184.7	---
Actual Total Direct Compensation (Incl LTI)	6	29	146.3	---	117.7	137.2	184.7	---
Total Compensation (Incl Perqs)	6	29	147.5	---	117.7	138.5	186.1	---
TARGET COMPENSATION								
Target Bonus Amount	5	5	17.3	---	11.4	14.1	24.8	---
Target Bonus as % of Base	5	5	14	---	12	15	17	---
Target Cash Compensation	6	29	132.0	---	106.4	116.0	172.7	---
Target Total Direct Compensation (Incl LTI)	6	29	136.3	---	114.2	119.8	172.7	---
Target Total Compensation (Incl Perqs)	6	29	137.5	---	114.6	120.3	174.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	1.8	---	---	1.3	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	29	12,373.2	---	3,814.5	6,828.3	24,437.1	---

Bonus Eligibility

17% No
83% Yes

LTI Eligibility

67% No
33% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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

TOWERS WATSON 

Function : EOW – Well Operations
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	27	147.4	---	129.1	136.1	187.5	---
Actual Bonus Amount	5	15	50.7	---	34.5	47.6	68.4	---
Actual Bonus as % of Base	5	15	34	---	25	30	46	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	27	183.6	---	150.0	159.2	244.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	27	186.7	---	150.0	169.2	244.9	---
Actual Total Direct Compensation (Incl LTI)	7	27	210.7	---	153.6	208.0	262.6	---
Total Compensation (Incl Perqs)	7	27	212.8	---	153.6	211.1	267.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	15	42.4	---	25.8	31.5	64.5	---
Target Bonus as % of Base	5	15	28	---	20	20	39	---
Target Cash Compensation	7	27	177.7	---	136.5	154.9	233.6	---
Target Total Direct Compensation (Incl LTI)	7	27	201.6	---	153.6	180.9	251.3	---
Target Total Compensation (Incl Perqs)	7	27	203.8	---	153.6	181.9	256.3	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	15	36.9	---	32.9	38.0	41.8	---
LTI as % of Base	6	15	26	---	20	24	33	---
Total Perquisite Amount	5	15	3.0	---	0.7	1.3	6.2	---
SCOPE VARIABLES								
Company Revenue (millions)	7	27	13,491.4	---	627.0	9,294.8	26,450.5	---

Bonus Eligibility

29% No
71% Yes

LTI Eligibility

49% No
51% Yes

Hourly Rate Eligibility

100% No
0% 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 : EOW – Well Operations
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	26	161.7	---	149.4	158.8	175.5	---
Actual Bonus Amount	4	24	60.0	---	---	60.9	---	---
Actual Bonus as % of Base	4	24	36	---	---	34	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	26	209.7	---	172.9	229.2	236.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	26	209.7	---	172.9	229.2	236.7	---
Actual Total Direct Compensation (Incl LTI)	5	26	250.4	---	182.9	287.8	299.3	---
Total Compensation (Incl Perqs)	5	26	264.7	---	199.4	288.2	318.1	---
TARGET COMPENSATION								
Target Bonus Amount	4	24	42.1	---	---	42.0	---	---
Target Bonus as % of Base	4	24	25	---	---	25	---	---
Target Cash Compensation	5	26	195.4	---	168.0	198.5	221.2	---
Target Total Direct Compensation (Incl LTI)	5	26	236.1	---	178.0	256.5	284.1	---
Target Total Compensation (Incl Perqs)	5	26	250.4	---	194.6	256.9	302.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	23	56.0	---	---	59.7	---	---
LTI as % of Base	4	23	33	---	---	36	---	---
Total Perquisite Amount	4	24	17.8	---	---	18.8	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	26	16,076.1	---	7,228.4	14,714.0	25,604.9	---

Bonus Eligibility

20% No
80% Yes

LTI Eligibility

20% No
80% Yes

Hourly Rate Eligibility

100% No
0% 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 : EOW – Well Operations
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	6	176.4	---	---	180.4	---	---
Actual Bonus Amount	4	6	61.6	---	---	60.3	---	---
Actual Bonus as % of Base	4	6	36	---	---	41	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	6	238.0	---	---	243.7	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	6	242.3	---	---	243.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	6	311.6	---	---	302.6	---	---
Total Compensation (Incl Perqs)	4	6	327.4	---	---	314.0	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	50.8	---	---	50.1	---	---
Target Bonus as % of Base	4	6	29	---	---	30	---	---
Target Cash Compensation	4	6	227.3	---	---	234.8	---	---
Target Total Direct Compensation (Incl LTI)	4	6	296.5	---	---	285.7	---	---
Target Total Compensation (Incl Perqs)	4	6	312.4	---	---	295.2	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	6	69.2	---	---	72.4	---	---
LTI as % of Base	4	6	44	---	---	40	---	---
Total Perquisite Amount	4	6	15.9	---	---	13.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	6	9,577.6	---	---	7,228.4	---	---

Bonus Eligibility
0% No
100% Yes

LTI Eligibility
25% No
75% Yes

Hourly Rate Eligibility
100% No
0% 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 : ETM – Electric Transmission Constr/Maintenance
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	15	142.0	---	---	143.5	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	15	155.3	---	---	158.8	---	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	15	156.1	---	---	160.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	15	158.6	---	---	160.5	---	---
Total Compensation (Incl Perqs)	4	15	162.9	---	---	160.9	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	15	18.9	---	---	18.4	---	---
Target Bonus as % of Base	4	15	13	---	---	13	---	---
Target Cash Compensation	4	15	160.9	---	---	165.7	---	---
Target Total Direct Compensation (Incl LTI)	4	15	163.4	---	---	165.7	---	---
Target Total Compensation (Incl Perqs)	4	15	167.7	---	---	166.1	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	15	1,673.7	---	---	1,385.7	---	---

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

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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

TOWERS WATSON 

Function : ETO – Electric Transmission Operations
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	17	127.9	---	108.4	124.7	138.7	---
Actual Bonus Amount	5	14	20.8	---	12.1	20.6	29.7	---
Actual Bonus as % of Base	5	14	16	---	11	19	20	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	17	142.8	---	128.8	132.3	148.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	17	146.6	---	128.8	132.3	148.8	---
Actual Total Direct Compensation (Incl LTI)	7	17	149.9	---	128.8	132.3	148.8	---
Total Compensation (Incl Perqs)	7	17	150.2	---	128.8	132.3	149.2	---
TARGET COMPENSATION								
Target Bonus Amount	6	16	16.3	---	11.2	13.4	21.0	---
Target Bonus as % of Base	6	16	12	---	9	11	16	---
Target Cash Compensation	7	17	141.9	---	124.7	137.2	141.7	---
Target Total Direct Compensation (Incl LTI)	7	17	145.3	---	124.7	137.2	141.7	---
Target Total Compensation (Incl Perqs)	7	17	145.5	---	125.2	137.6	141.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	6	0.5	---	---	0.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	17	3,881.0	---	575.0	1,880.0	7,472.5	---

Bonus Eligibility
14% No
86% Yes

LTI Eligibility
83% No
17% 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 : ETO – Electric Transmission Operations
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	29	140.1	---	121.8	142.9	155.2	---
Actual Bonus Amount	4	19	27.9	---	---	29.6	---	---
Actual Bonus as % of Base	4	19	20	---	---	20	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	29	158.7	---	128.4	163.5	184.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	29	159.5	---	128.4	166.0	184.3	---
Actual Total Direct Compensation (Incl LTI)	6	29	161.7	---	128.4	172.5	184.3	---
Total Compensation (Incl Perqs)	6	29	164.0	---	131.4	173.6	186.7	---
TARGET COMPENSATION								
Target Bonus Amount	6	29	19.7	---	11.3	22.7	24.8	---
Target Bonus as % of Base	6	29	14	---	10	15	16	---
Target Cash Compensation	6	29	159.8	---	132.1	167.8	178.5	---
Target Total Direct Compensation (Incl LTI)	6	29	162.0	---	132.1	174.0	178.9	---
Target Total Compensation (Incl Perqs)	6	29	164.3	---	137.2	174.2	182.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	23	3.5	---	---	3.7	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	29	3,898.0	---	1,553.7	1,973.5	5,920.7	---

Bonus Eligibility

0% No
100% Yes

LTI Eligibility

80% No
20% Yes

Hourly Rate Eligibility

100% No
0% 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 : ETO – Electric Transmission Operations
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	16	169.9	---	145.9	174.1	191.6	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	16	207.2	---	152.5	174.1	278.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	16	208.4	---	152.5	179.1	279.0	---
Actual Total Direct Compensation (Incl LTI)	5	16	237.2	---	152.5	179.1	351.0	---
Total Compensation (Incl Perqs)	5	16	240.3	---	157.5	179.1	353.8	---
TARGET COMPENSATION								
Target Bonus Amount	5	16	33.4	---	13.0	34.8	53.0	---
Target Bonus as % of Base	5	16	19	---	9	20	28	---
Target Cash Compensation	5	16	203.2	---	158.9	209.0	244.7	---
Target Total Direct Compensation (Incl LTI)	5	16	232.0	---	158.9	209.0	316.7	---
Target Total Compensation (Incl Perqs)	5	16	235.2	---	164.0	209.0	319.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	15	3.9	---	---	3.6	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	16	9,945.6	---	1,239.5	2,043.0	22,602.9	---

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

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



Function : ETO – Electric Transmission Operations
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	13	104.1	---	---	100.9	---	---
Actual Bonus Amount	2	---	---	---	---	---	---	---
Actual Bonus as % of Base	2	---	---	---	---	---	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	13	111.7	---	---	115.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	13	111.7	---	---	115.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	13	111.7	---	---	115.5	---	---
Total Compensation (Incl Perqs)	4	13	113.1	---	---	115.5	---	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	13	112.0	---	---	114.3	---	---
Target Total Direct Compensation (Incl LTI)	4	13	112.0	---	---	114.3	---	---
Target Total Compensation (Incl Perqs)	4	13	113.4	---	---	114.6	---	---
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	13	1,431.5	---	---	1,554.0	---	---

Bonus Eligibility

25% No
75% Yes

LTI Eligibility

100% No
0% 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 : ETO – Electric Transmission Operations
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	143	101.4	---	87.2	110.9	115.7	---
Actual Bonus Amount	4	41	9.6	---	---	10.3	---	---
Actual Bonus as % of Base	4	41	9	---	---	10	---	---
Hourly Rate	7	123	48	---	40	52	54	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	143	106.2	---	94.0	112.5	122.7	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	143	107.5	---	94.0	112.5	122.7	---
Actual Total Direct Compensation (Incl LTI)	8	143	108.1	---	96.9	112.5	122.7	---
Total Compensation (Incl Perqs)	8	143	109.0	---	99.5	112.8	122.7	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	7	136	104.0	---	92.6	108.6	123.4	---
Target Total Direct Compensation (Incl LTI)	7	136	104.7	---	96.5	108.6	123.4	---
Target Total Compensation (Incl Perqs)	7	136	105.6	---	98.4	109.1	123.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	5	70	1.3	---	0.4	0.5	2.7	---
SCOPE VARIABLES								
Company Revenue (millions)	8	143	2,708.2	---	532.3	1,973.5	3,167.0	---

Bonus Eligibility

50% No
50% Yes

LTI Eligibility

88% No
13% Yes

Hourly Rate Eligibility

14% No
86% 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 : ETO – Electric Transmission Operations
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	213	106.2	---	95.5	112.9	121.0	---
Actual Bonus Amount	5	203	9.5	---	4.1	11.6	14.0	---
Actual Bonus as % of Base	5	203	9	---	4	11	12	---
Hourly Rate	8	136	50	---	44	53	58	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	213	111.5	---	99.1	112.9	128.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	213	111.5	---	99.1	112.9	128.1	---
Actual Total Direct Compensation (Incl LTI)	9	213	112.2	---	99.1	115.8	128.1	---
Total Compensation (Incl Perqs)	9	213	112.9	---	101.6	116.6	128.2	---
TARGET COMPENSATION								
Target Bonus Amount	5	198	8.5	---	5.0	9.8	11.4	---
Target Bonus as % of Base	5	198	8	---	5	9	10	---
Target Cash Compensation	9	208	111.5	---	99.1	112.9	130.4	---
Target Total Direct Compensation (Incl LTI)	9	208	112.1	---	99.1	114.1	130.4	---
Target Total Compensation (Incl Perqs)	9	208	112.9	---	101.6	114.8	130.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	5	29	1.3	---	0.3	0.5	2.8	---
SCOPE VARIABLES								
Company Revenue (millions)	9	213	3,922.6	---	546.5	2,043.0	6,766.6	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
44% No	88% No	16% No
56% Yes	13% Yes	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
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
Level : M1 – Supervisor (M1)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
31	109	90.0	105.2	117.3	100.3	110.4	132.5	101.5	115.5	135.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS000 Admin Svcs–Multi	10	24	88.4	103.3	113.8	95.6	111.1	128.2	98.1	111.6	134.8
AAS010 Office/Location/Post & Messenger	11	33	90.0	103.8	108.8	97.2	110.0	125.1	99.6	111.2	124.6
AAS020 Library/Info Svcs	11	13	92.4	97.2	113.7	103.2	113.7	119.2	105.7	113.9	141.9
AAS041 Secretarial/Administrative Assist	4	4	---	82.8	---	---	93.5	---	---	89.8	---
AAS500 Energy Tech Documentation Mgmt	8	23	103.7	116.4	130.0	126.6	136.7	152.6	125.3	138.4	156.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	5	9	83.8	105.8	113.0	88.5	118.5	128.8	84.3	121.9	128.3
\$1.0 – \$1.9 billion	6	8	78.2	86.7	98.7	88.6	96.5	105.9	89.4	96.3	108.4
\$2.0 – \$4.9 billion	11	52	80.7	97.5	110.4	98.0	105.4	115.7	101.5	111.3	116.9
Greater than \$10.0 billion	6	25	107.1	110.8	141.6	124.8	128.8	161.2	126.7	137.0	174.4

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	14	79.3	104.8	125.4	91.1	124.5	145.5	96.0	131.4	153.3
Integrated E&P and Refining	4	23	---	110.8	---	---	128.8	---	---	137.0	---
Utility	11	62	96.0	97.5	108.5	100.3	105.6	116.1	99.2	111.3	116.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Function : AAS – Administrative Services
Level : M2 – Manager (M2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	16	29	107.5	135.3	141.8	124.0	159.7	169.7	123.0	154.8	179.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS000 Admin Svcs–Multi	6	9	99.2	122.7	153.3	110.0	141.1	183.4	121.2	135.4	192.4
AAS500 Energy Tech Documentation Mgmt	7	14	106.7	135.0	151.2	126.5	161.9	181.4	121.5	153.1	205.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	5	6	98.4	114.1	140.4	117.6	123.2	168.5	116.1	127.5	179.8
\$2.0 – \$4.9 billion	4	5	---	136.3	---	---	165.3	---	---	172.0	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	9	114.3	136.7	150.2	137.6	164.0	179.6	137.4	177.4	195.9
Utility	5	7	108.2	137.0	140.2	112.7	157.5	165.3	108.2	137.0	172.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Function : AAS – Administrative Services
Level : M3 – Senior Manager (M3)

Total Sample

		Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation			
	Cos	Cases	25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	8	---	140.9	---	---	---	---	---	165.5	---

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Function : AAS – Administrative Services
Level : P1 – Entry (P1)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
8	30	58.9	64.3	74.4	60.7	70.6	84.3	58.9	71.2	92.7

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
Level : P2 – Intermediate (P2)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	70	73.4	80.0	92.8	78.8	82.1	103.7	79.8	82.1	106.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS000 Admin Svcs-Multi	4	5	---	71.4	---	---	74.7	---	---	74.9	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	4	6	---	76.9	---	---	80.6	---	---	80.8	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	5	9	72.6	79.6	92.5	79.1	82.5	103.2	80.8	84.1	104.6
Utility	4	54	---	76.8	---	---	80.3	---	---	78.3	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
Level : P3 – Career (P3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	50	91.6	99.4	103.7	100.0	109.2	117.2	101.6	110.9	119.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS020 Library/Info Svcs	5	36	88.2	91.6	100.9	95.3	100.8	114.1	96.8	106.4	117.5
AAS500 Energy Tech Documentation Mgmt	4	7	---	101.3	---	---	114.5	---	---	114.1	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	14	88.6	97.6	100.8	98.0	109.2	115.8	101.5	110.8	121.7

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

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2015 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 August 2015
 TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
 Level : T2 – Intermediate (T2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	11	66.0	69.7	85.9	72.0	78.8	87.2	74.1	80.4	89.1

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
Level : T4 – Lead (T4)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	4	---	94.9	---	---	---	---	---	113.8	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
Level : U1 – Entry (U1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	34	747	45.6	49.7	51.8	47.7	51.6	55.4	47.7	52.9	59.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS000 Admin Svcs–Multi	14	194	45.5	53.1	56.4	49.1	56.1	59.8	49.1	56.1	64.1
AAS010 Office/Location/Post & Messenger	16	44	39.7	47.1	52.0	42.8	51.5	54.9	42.9	51.9	55.7
AAS011 Clerical	15	206	45.8	49.4	52.7	46.1	50.3	56.3	45.8	49.9	59.8
AAS020 Library/Info Svcs	5	24	43.4	52.0	52.9	46.5	55.4	56.4	51.3	55.0	57.9
AAS030 Receptionist/Switchboard	15	30	45.8	49.2	52.5	50.7	52.6	55.5	51.0	52.5	55.3
AAS041 Secretarial/Administrative Assist	21	226	45.2	50.9	52.9	48.2	54.4	56.2	48.9	54.4	61.5
AAS500 Energy Tech Documentation Mgmt	6	20	46.3	49.9	56.4	49.5	53.4	63.1	47.6	51.6	68.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	8	113	45.8	49.5	55.3	46.7	51.7	59.1	46.7	51.3	60.8
\$2.0 – \$4.9 billion	10	260	44.8	48.8	51.3	47.7	51.9	55.8	47.7	54.7	59.5
Greater than \$10.0 billion	9	337	44.2	47.7	53.8	47.8	51.3	58.6	47.7	52.2	57.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	185	45.2	49.6	51.7	48.8	54.3	56.2	48.0	56.1	59.7

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	67	44.2	51.2	54.4	49.0	51.2	59.1	49.5	53.7	66.0
Pipeline	4	161	---	53.0	---	---	54.7	---	---	54.4	---
Utility	10	263	41.0	48.4	54.1	42.7	50.1	55.7	42.9	50.2	56.1

All values in Canadian Dollar

Effective date April 01, 2015

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
Level : U2 – Intermediate (U2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
51	2799	52.8	57.4	61.4	56.4	62.1	67.1	56.4	62.6	70.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS000 Admin Svcs–Multi	27	968	55.5	58.1	62.3	58.8	63.7	67.5	58.8	65.8	68.8
AAS010 Office/Location/Post & Messenger	18	65	55.3	59.4	63.8	60.5	63.6	69.2	60.5	65.6	72.6
AAS011 Clerical	18	658	51.0	55.8	58.4	54.6	57.1	62.8	54.7	59.9	67.2
AAS020 Library/Info Svcs	13	27	51.1	57.5	63.6	56.3	61.4	69.0	57.0	61.5	81.3
AAS030 Receptionist/Switchboard	18	23	49.4	54.2	57.1	51.9	57.8	62.0	53.0	59.2	63.7
AAS041 Secretarial/Administrative Assist	40	875	55.2	58.7	61.4	58.8	63.8	67.3	58.2	63.9	71.2
AAS042 Secretarial/Executive Admin	7	64	57.4	68.0	70.5	63.1	68.0	75.0	64.0	68.0	75.2
AAS500 Energy Tech Documentation Mgmt	16	114	54.8	58.7	64.7	59.6	62.8	69.9	58.9	64.4	72.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	7	134	54.7	58.9	61.3	55.7	61.3	69.6	56.4	61.3	69.8
\$500 – \$999.9 million	5	338	52.2	57.4	63.0	---	62.2	---	53.8	59.4	65.9
\$1.0 – \$1.9 billion	9	228	52.9	57.1	60.6	55.4	59.9	65.5	57.2	61.3	66.7
\$2.0 – \$4.9 billion	16	666	50.9	57.0	61.2	54.2	60.9	65.3	55.2	62.5	70.2
\$5.0 – \$9.9 billion	4	123	---	61.5	---	---	67.1	---	---	71.3	---
Greater than \$10.0 billion	9	1273	55.9	59.1	64.8	62.4	64.2	69.2	59.8	66.1	75.4

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	14	272	56.7	57.6	60.9	58.7	63.0	67.6	59.7	64.9	71.2
Integrated E&P and Refining	5	301	58.5	62.3	68.3	63.4	69.0	72.2	67.1	72.4	81.8
Pipeline	6	377	54.2	58.3	65.9	57.9	62.1	67.3	58.6	64.8	67.3
Utility	17	1619	50.1	56.5	61.6	53.7	59.4	65.4	53.1	57.4	65.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAS – Administrative Services
Level : U3 – Senior (U3)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	55	1785	64.5	69.1	75.9	68.2	74.9	82.4	69.3	77.2	85.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS000 Admin Svcs–Multi	25	448	64.0	70.8	75.2	68.0	76.5	81.6	68.0	76.8	84.5
AAS010 Office/Location/Post & Messenger	8	14	65.6	72.6	76.9	75.6	81.2	86.4	76.2	82.5	91.8
AAS011 Clerical	12	131	59.4	63.8	69.8	64.2	67.7	73.6	66.2	70.8	82.4
AAS020 Library/Info Svcs	15	42	61.9	69.7	82.8	65.9	75.0	91.0	71.6	77.4	90.8
AAS030 Receptionist/Switchboard	4	9	---	56.9	---	---	62.4	---	---	64.3	---
AAS041 Secretarial/Administrative Assist	38	744	64.1	71.2	76.0	68.0	76.3	83.4	69.8	80.1	86.6
AAS042 Secretarial/Executive Admin	26	210	67.4	73.0	78.0	71.8	77.9	86.1	72.5	80.4	93.9
AAS043 Secretarial/Admin Asst to CEO	4	4	---	79.0	---	---	84.5	---	---	86.2	---
AAS500 Energy Tech Documentation Mgmt	19	175	66.1	71.6	79.1	69.3	79.4	88.2	69.3	84.5	96.4
AAS999 Admin Svcs–No Disc	4	8	---	72.0	---	---	---	---	---	80.2	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	10	98	64.2	69.1	79.3	67.2	72.5	88.4	68.9	73.1	88.0
\$500 – \$999.9 million	5	110	60.7	72.6	73.2	62.1	72.8	78.7	60.8	73.1	80.0
\$1.0 – \$1.9 billion	9	101	60.8	64.8	76.0	61.6	71.4	81.7	64.6	71.2	81.3
\$2.0 – \$4.9 billion	16	353	64.7	67.6	72.8	69.8	72.8	78.8	71.7	75.4	82.2

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$5.0 – \$9.9 billion	4	277	---	74.9	---	---	82.1	---	---	85.6	---
Greater than \$10.0 billion	10	810	68.3	71.8	76.9	74.6	80.6	86.4	73.8	80.0	89.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	13	336	65.6	73.7	76.0	72.3	79.8	83.2	74.6	80.5	86.6
Integrated E&P and Refining	5	493	71.8	74.5	83.0	80.2	85.7	88.3	82.6	89.4	95.1
Pipeline	6	386	64.4	67.0	77.2	69.0	72.7	79.2	69.9	74.1	79.9
Utility	19	413	62.9	69.1	73.6	65.6	72.9	78.5	66.0	73.7	81.1
Chemical	4	72	---	66.4	---	---	71.2	---	---	72.8	---
Not Otherwise Classified	4	29	---	64.8	---	---	64.8	---	---	65.2	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
46	797	78.5	83.3	89.8	83.0	92.2	99.2	84.2	93.0	105.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAS000 Admin Svcs–Multi	19	220	74.0	81.9	85.9	76.5	86.3	96.8	77.8	90.2	99.6
AAS010 Office/Location/Post & Messenger	9	16	70.5	81.0	89.1	81.4	87.9	100.4	85.3	94.5	123.8
AAS011 Clerical	5	70	71.5	87.6	101.6	76.1	87.6	113.3	77.2	87.6	135.3
AAS020 Library/Info Svcs	6	9	78.5	99.3	108.9	91.9	110.7	119.0	88.7	111.8	119.4
AAS041 Secretarial/Administrative Assist	19	96	77.6	82.0	87.5	84.7	90.9	96.5	83.8	89.5	100.2
AAS042 Secretarial/Executive Admin	33	254	78.5	81.8	91.2	82.5	90.2	99.0	83.8	91.6	101.0
AAS043 Secretarial/Admin Asst to CEO	22	24	97.2	103.1	112.1	103.8	112.9	128.2	107.2	121.5	132.9
AAS500 Energy Tech Documentation Mgmt	13	107	78.5	85.7	97.6	86.6	96.2	117.9	83.4	95.8	122.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	8	63	77.1	82.9	95.9	80.5	90.0	105.5	81.6	91.3	106.8
\$500 – \$999.9 million	4	63	---	77.6	---	---	---	---	---	81.9	---
\$1.0 – \$1.9 billion	10	51	73.0	84.9	93.9	76.9	92.6	101.5	77.3	92.5	102.6
\$2.0 – \$4.9 billion	12	151	78.1	82.6	88.8	82.5	92.0	97.7	82.6	93.9	107.3
\$5.0 – \$9.9 billion	4	141	---	94.6	---	---	108.2	---	---	112.4	---
Greater than \$10.0 billion	10	320	80.2	85.2	96.0	88.7	98.7	107.2	89.2	102.3	108.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	12	162	81.1	87.0	90.5	92.8	95.4	101.3	88.7	98.4	108.8
Integrated E&P and Refining	5	165	85.2	94.0	107.2	98.2	106.4	114.0	103.6	109.2	123.6
Pipeline	4	177	---	82.4	---	---	89.8	---	---	90.8	---
Utility	12	190	76.3	79.3	82.9	78.0	82.5	90.7	78.1	84.7	94.1
Chemical	5	29	77.2	82.8	99.0	82.8	91.6	111.0	84.3	92.9	113.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	17	104.5	116.1	131.6	114.9	125.8	153.3	114.3	129.7	159.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAT010 Vehicle Fleet Management	4	6	---	115.2	---	---	127.8	---	---	124.4	---

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	10	13	134.0	150.3	169.8	155.5	176.6	203.7	150.6	183.2	223.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	4	4	---	159.0	---	---	195.0	---	---	207.9	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	52	75.2	80.2	90.9	83.4	89.4	95.1	84.7	90.4	97.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAT010 Vehicle Fleet Management	4	35	---	76.4	---	---	85.6	---	---	85.2	---

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

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2015 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 August 2015
 TOTAL SAMPLE



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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
8	43	93.2	100.2	105.7	102.9	109.4	117.6	107.1	112.0	123.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	38	118.0	123.0	131.7	126.8	139.4	158.0	127.5	153.6	175.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAT050 Aviation – Pilots	6	25	119.6	121.3	133.6	129.7	139.5	156.2	130.6	147.2	179.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	6	30	114.1	124.1	141.2	128.5	148.9	168.4	132.4	154.8	179.7

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Function : AAT – Transportation Services and Admin
Level : P5 – Master (P5)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	10	148.1	157.8	200.1	177.8	185.4	249.1	185.9	211.0	277.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	4	5	---	177.9	---	---	217.0	---	---	252.9	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 August 2015
 TOTAL SAMPLE



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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	40	76.0	84.6	118.4	79.5	92.2	134.8	79.4	93.5	150.6

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAT – Transportation Services and Admin
Level : T4 – Lead (T4)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	12	102.8	116.2	141.6	102.8	128.5	165.9	102.8	156.0	181.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 August 2015
 TOTAL SAMPLE



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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	30	56.8	61.2	69.8	60.3	66.0	73.6	60.9	75.7	83.6

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	8	39	63.9	70.3	74.9	70.2	75.3	80.8	70.8	75.3	82.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAT000 Administrative Trans Syics Multi	5	15	67.0	70.4	83.4	70.7	75.4	90.8	71.4	75.4	107.4

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	27	79.1	81.4	102.6	89.9	93.3	106.9	89.8	96.8	109.4

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	54	105.0	123.2	145.1	116.3	133.1	154.2	117.6	140.3	183.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAY000 Security–Multi	7	26	92.4	129.8	149.0	89.2	122.8	160.7	92.4	130.7	197.1

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	50	113.7	123.2	139.4	123.7	136.3	150.9	125.1	140.3	155.3

All values in Canadian Dollar
Effective date April 01, 2015
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All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	32	121.0	139.5	150.9	139.1	167.9	188.1	140.1	169.7	204.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAY000 Security-Multi	9	20	120.4	139.5	150.7	135.8	167.9	184.6	138.0	169.7	194.9

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	4	8	---	157.3	---	---	193.3	---	---	206.2	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	24	119.9	129.3	139.5	137.1	139.7	170.1	131.8	141.3	169.7

All values in Canadian Dollar
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All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	4	---	179.4	---	---	222.4	---	---	237.7	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAY000 Security-Multi	4	4	---	179.4	---	---	222.4	---	---	237.7	---

All values in Canadian Dollar
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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Function : AAY – Security
Level : M4 – Group Manager (M4)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	7	---	200.7	---	---	251.2	---	---	233.9	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Function : AAY – Security
Level : P1 – Entry (P1)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	89	61.7	75.0	85.3	64.5	82.6	90.8	62.7	82.6	92.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	88	---	76.3	---	---	78.0	---	---	76.3	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	6	32	73.8	77.9	86.6	72.5	85.8	97.1	74.7	82.2	98.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAY000 Security-Multi	6	28	73.8	77.9	91.6	72.5	85.8	105.4	74.7	82.2	104.1

All values in Canadian Dollar

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Company weighted statistics

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	326	91.6	98.7	105.9	91.2	110.7	122.0	92.9	111.8	124.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAY000 Security-Multi	6	42	86.6	105.2	144.7	93.5	122.0	170.9	100.1	117.1	177.0
AAY010 Business Continuation	6	13	88.3	98.7	108.2	89.8	113.5	118.8	89.7	115.4	124.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	4	278	---	98.2	---	---	104.1	---	---	106.0	---
Greater than \$10.0 billion	4	40	---	101.2	---	---	---	---	---	116.9	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	7	316	85.3	97.1	105.4	91.2	105.9	111.1	91.2	105.4	114.0

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	11	32	109.7	120.0	127.6	126.9	139.8	152.6	122.8	133.6	162.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAY000 Security-Multi	11	30	105.5	120.0	127.6	123.1	139.8	147.9	122.8	133.6	162.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	4	7	---	126.7	---	---	---	---	---	154.8	---
Utility	5	19	102.3	109.7	118.2	111.0	131.6	135.9	114.7	122.8	133.0

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Function : AAY – Security
Level : P5 – Master (P5)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
4	6	---	153.2	---	---	---	---	---	178.9	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Function : AAY – Security
Level : P6 – Renowned Expert (P6)

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	4	4	---	185.3	---	---	239.1	---	---	246.8	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AAY000 Security-Multi	4	4	---	185.3	---	---	239.1	---	---	246.8	---

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

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2015 Energy Services MMPS Compensation Survey – Canada
 Function/Level Scope Break Table
 August 2015
 TOTAL SAMPLE

TOWERS WATSON 

Function : AAY – Security
 Level : U2 – Intermediate (U2)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	25	52.3	55.4	98.6	53.4	58.7	106.7	53.4	81.7	114.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	129	60.4	91.8	108.3	63.8	101.3	117.1	65.1	101.8	139.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	16	53	106.2	116.7	141.2	112.0	130.3	167.7	118.5	133.8	170.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm–Multi	6	8	105.3	117.3	140.7	118.0	133.2	168.1	125.3	143.0	174.2
ACA025 Aboriginal Community Affs/Reins	4	4	---	127.5	---	---	137.3	---	---	132.8	---
ACA050 Regulatory Affs/Compl	4	8	---	133.0	---	---	156.5	---	---	158.1	---
ACA060 Env Affs/Compl	4	5	---	126.8	---	---	139.1	---	---	143.0	---
ACA100 Internal/Emp/Comm	6	10	104.2	118.7	132.5	122.0	133.4	156.1	120.0	138.3	156.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	7	13	96.7	110.8	155.8	106.5	126.2	183.8	125.8	132.8	185.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	4	7	---	128.3	---	---	150.0	---	---	156.0	---
Utility	6	19	100.6	109.8	119.2	106.7	122.0	131.7	100.6	121.2	133.7

All values in Canadian Dollar

Effective date April 01, 2015

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	36	237	134.8	151.8	174.1	161.2	186.2	210.8	166.4	194.6	224.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm–Multi	18	59	127.2	141.7	154.9	147.5	176.6	188.8	146.5	183.2	200.1
ACA010 Public Relations	8	10	144.2	147.3	170.9	166.3	177.2	203.7	168.5	187.2	214.8
ACA020 Community Affs/Rels	15	33	134.9	157.6	178.5	155.1	189.1	212.4	148.8	197.5	224.0
ACA025 Aboriginal Community Affs/Rels	13	27	127.9	149.0	164.5	163.5	182.9	200.2	162.6	197.1	210.2
ACA040 Corp Giving	4	6	---	159.2	---	---	195.9	---	---	199.8	---
ACA050 Regulatory Affs/Compl	16	58	139.8	160.9	172.0	168.9	196.5	203.9	173.5	202.1	207.6
ACA060 Env Affs/Compl	6	8	133.3	150.0	167.4	146.1	180.4	221.8	146.2	184.3	229.0
ACA070 Government Relations	7	11	139.0	155.5	164.4	166.8	186.5	200.6	182.6	196.4	231.5
ACA090 Investor Relations	5	5	135.7	143.0	173.7	164.8	182.2	213.2	170.8	182.8	218.0
ACA100 Internal/Emp Comm	10	18	122.8	143.2	151.8	135.4	169.5	187.8	143.1	179.3	198.1

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	6	15	129.2	136.7	157.7	147.8	165.7	205.2	136.3	168.8	188.0
\$1.0 – \$1.9 billion	6	21	121.8	154.1	183.5	136.0	181.5	222.6	136.8	196.9	222.2
\$2.0 – \$4.9 billion	11	54	132.3	141.5	172.1	155.3	169.8	216.9	146.8	180.8	229.4
\$5.0 – \$9.9 billion	4	27	---	169.1	---	---	206.8	---	---	226.1	---
Greater than \$10.0 billion	8	105	146.9	155.5	189.1	181.4	189.1	206.2	190.7	199.2	210.5

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	9	29	160.1	172.1	185.9	196.7	212.4	227.9	207.3	226.1	237.2
Integrated E&P and Refining	5	45	150.1	155.8	204.5	184.0	191.2	230.3	196.9	210.2	227.0
Pipeline	6	78	141.2	154.2	170.2	168.6	185.7	204.2	164.4	181.7	210.4
Utility	13	69	121.8	136.4	145.3	134.6	158.4	172.2	131.5	164.4	185.2

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
37	134	157.7	186.0	204.9	191.0	229.9	256.1	193.5	241.1	266.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm-Multi	22	25	159.9	189.6	222.2	194.6	238.2	275.4	193.5	239.1	273.0
ACA010 Public Relations	5	12	133.4	167.4	186.9	151.8	167.4	234.6	153.9	167.4	239.4
ACA020 Community Affs/Rels	6	8	141.1	166.1	218.6	144.2	196.1	259.7	144.2	184.1	273.0
ACA025 Aboriginal Community Affs/Rels	11	16	145.6	163.1	175.6	147.7	201.3	218.8	145.6	223.7	240.6
ACA050 Regulatory Affs/Compl	21	44	163.2	180.7	191.4	181.7	225.4	242.9	194.4	238.5	260.8
ACA070 Government Relations	5	6	175.1	195.6	229.4	197.8	244.6	290.1	218.2	278.8	297.8
ACA090 Investor Relations	10	10	155.5	177.7	195.3	200.1	226.8	252.4	197.7	230.9	259.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	6	15	157.7	171.8	203.2	181.3	210.7	254.0	165.0	211.9	249.5
\$500 – \$999.9 million	4	6	---	159.0	---	---	190.3	---	---	196.8	---
\$1.0 – \$1.9 billion	5	10	145.8	175.6	203.0	162.5	210.7	253.7	176.6	221.6	288.6
\$2.0 – \$4.9 billion	12	42	145.5	180.0	202.0	175.6	225.4	265.6	170.6	229.3	284.3
Greater than \$10.0 billion	9	43	174.3	203.3	217.0	215.9	241.5	257.4	224.1	249.7	259.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	17	183.9	205.2	218.9	220.7	249.6	270.9	224.1	264.7	291.5
Integrated E&P and Refining	5	23	179.6	203.3	242.3	224.5	256.1	276.4	237.1	250.4	312.2
Pipeline	6	31	176.4	195.0	208.7	216.3	243.7	260.8	219.2	237.1	264.6

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	13	50	142.3	153.9	183.6	162.5	193.9	232.6	158.1	209.1	246.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	12	36	190.9	206.0	234.9	235.4	258.1	307.5	210.6	284.7	338.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm-Multi	7	7	192.9	202.0	225.8	235.4	262.6	292.8	243.5	287.4	360.6
ACA025 Aboriginal Community Affs/ReIns	4	7	---	222.3	---	---	283.8	---	---	324.1	---
ACA050 Regulatory Affs/Compl	5	9	179.3	206.8	237.8	215.1	258.5	309.1	239.4	291.7	357.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	5	18	203.7	225.8	233.3	---	275.8	---	284.7	291.0	327.6

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	7	---	176.7	---	---	211.5	---	---	189.8	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	21	66	64.2	68.2	72.4	68.0	73.8	81.1	70.9	75.7	86.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm–Multi	9	17	60.1	63.0	69.2	62.4	69.3	75.8	62.8	70.6	84.2
ACA020 Community Affs/Rels	8	8	64.7	72.0	76.8	71.8	80.6	85.8	72.1	80.2	89.4
ACA025 Aboriginal Community Affs/Rels	5	9	66.0	71.0	79.3	74.2	81.7	89.3	79.0	86.0	107.6
ACA050 Regulatory Affs/Compl	5	18	61.5	67.3	72.9	68.3	74.1	76.4	72.9	75.7	75.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	15	---	65.0	---	---	72.1	---	---	73.6	---
\$2.0 – \$4.9 billion	6	10	58.5	66.9	73.5	65.5	71.0	82.5	67.4	80.4	92.0
\$5.0 – \$9.9 billion	4	12	---	71.3	---	---	78.4	---	---	79.1	---
Greater than \$10.0 billion	5	25	65.6	71.0	78.6	---	79.2	---	73.8	79.4	101.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	16	64.6	67.7	71.7	70.8	73.5	81.4	73.9	75.9	86.5
Utility	4	16	---	64.2	---	---	67.5	---	---	69.5	---

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
34	217	74.9	80.3	85.0	80.2	90.0	95.7	83.4	92.4	100.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm–Multi	18	53	71.7	79.3	84.3	77.9	86.8	94.9	78.7	85.8	100.9
ACA010 Public Relations	7	12	63.1	78.3	82.5	63.1	84.6	90.7	70.9	92.4	100.9
ACA020 Community Affs/Rels	18	42	76.5	84.8	95.4	86.5	91.0	103.2	85.8	95.0	107.5
ACA025 Aboriginal Community Affs/Rels	4	7	---	84.4	---	---	95.3	---	---	100.1	---
ACA040 Corp Giving	4	7	---	75.9	---	---	78.4	---	---	79.4	---
ACA050 Regulatory Affs/Compl	21	45	76.6	83.5	89.5	81.5	93.9	101.8	86.2	94.2	105.1
ACA060 Env Affs/Compl	6	7	70.8	84.4	87.5	77.1	90.8	100.6	77.6	91.2	103.8
ACA070 Government Relations	5	5	74.4	85.0	106.1	82.4	97.7	119.4	84.7	102.7	124.4
ACA090 Investor Relations	6	8	74.8	82.1	95.6	82.0	100.3	105.5	83.2	95.8	105.7
ACA100 Internal/Empl Comm	13	21	77.0	82.5	86.1	83.2	91.3	96.0	83.6	91.4	99.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	6	30	70.5	76.1	78.6	75.4	80.7	88.7	75.6	80.6	90.8
\$1.0 – \$1.9 billion	5	20	73.9	83.7	89.3	79.6	91.0	98.1	78.8	95.4	100.5
\$2.0 – \$4.9 billion	11	44	74.6	80.3	95.5	78.1	90.0	106.1	79.8	92.3	106.3
\$5.0 – \$9.9 billion	4	18	---	79.5	---	---	88.6	---	---	93.1	---
Greater than \$10.0 billion	8	79	78.5	79.9	88.0	87.2	92.1	101.2	85.0	93.2	112.1

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	11	40	80.7	82.8	95.5	92.2	93.3	106.6	92.4	94.2	106.3
Integrated E&P and Refining	4	51	---	86.9	---	---	99.4	---	---	109.9	---
Pipeline	6	33	70.8	74.6	76.8	76.1	81.1	84.5	75.9	83.3	85.1
Utility	10	64	69.3	75.4	87.4	70.8	82.2	93.9	70.8	83.6	97.7

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	43	488	92.1	100.0	104.8	100.9	109.3	118.9	102.1	113.2	122.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm-Multi	27	119	91.1	98.9	102.3	98.8	106.1	116.5	99.8	106.2	116.6
ACA010 Public Relations	11	19	96.4	103.5	109.1	105.4	114.3	123.1	104.3	111.9	123.7
ACA020 Community Affs/Rels	17	90	91.3	101.7	111.0	104.6	115.0	120.9	106.5	116.4	123.8
ACA025 Aboriginal Community Affs/Reins	15	56	92.2	99.1	102.5	101.5	106.8	116.2	103.3	106.7	127.7
ACA050 Regulatory Affs/Compl	21	83	88.4	93.6	110.3	100.3	113.6	125.5	101.9	114.2	127.6
ACA060 Env Affs/Compl	8	18	84.2	99.7	100.8	89.6	111.3	115.2	92.2	112.3	121.5
ACA070 Government Relations	4	5	---	97.5	---	---	114.5	---	---	124.5	---
ACA090 Investor Relations	6	11	81.2	95.0	102.1	---	116.1	---	91.0	117.2	123.2
ACA100 Internal/Emp Comm	18	74	88.2	98.6	103.6	99.3	112.6	117.0	97.1	112.0	121.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	6	24	94.1	97.7	101.6	98.3	107.3	115.4	98.4	108.5	113.9
\$500 – \$999.9 million	4	28	---	96.7	---	---	---	---	---	103.0	---
\$1.0 – \$1.9 billion	7	57	88.8	101.1	107.2	97.6	109.2	118.4	99.1	116.0	119.0
\$2.0 – \$4.9 billion	14	84	94.8	100.9	106.5	102.0	106.9	118.7	103.9	110.3	119.4
\$5.0 – \$9.9 billion	4	46	---	97.3	---	---	110.7	---	---	116.2	---
Greater than \$10.0 billion	10	245	90.5	100.8	110.2	102.7	117.4	123.7	99.3	120.5	129.2

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	13	64	91.8	97.0	103.7	102.7	111.4	118.2	103.1	114.6	119.4
Integrated E&P and Refining	5	84	97.0	101.6	115.8	111.9	120.0	123.7	113.8	124.8	132.2
Pipeline	6	99	89.0	92.5	101.1	97.9	101.8	105.0	99.7	102.8	107.8
Utility	14	221	90.0	96.9	106.9	96.1	104.5	119.7	92.2	104.6	119.1

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

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	41	452	112.8	122.5	130.1	126.9	137.1	148.9	129.7	138.7	153.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm–Multi	22	115	105.5	117.2	131.8	115.7	134.2	148.2	114.4	136.8	152.3
ACA010 Public Relations	10	20	118.7	121.0	127.5	137.4	143.4	149.3	139.3	146.3	159.1
ACA020 Community Affs/Rels	18	32	111.5	123.2	128.0	130.4	138.8	147.9	133.1	141.3	161.4
ACA025 Aboriginal Community Affs/Rels	16	66	124.1	129.4	133.4	140.8	148.6	155.5	144.3	151.5	163.7
ACA040 Corp Giving	4	6	---	121.7	---	---	142.0	---	---	144.1	---
ACA050 Regulatory Affs/Compl	27	106	113.2	119.2	129.5	125.5	135.8	149.7	129.2	141.0	157.1
ACA060 Env Affs/Compl	7	20	104.4	128.2	143.4	106.7	153.9	166.3	106.7	163.6	173.3
ACA070 Government Relations	9	17	104.0	125.1	136.9	120.7	142.6	151.3	126.6	145.2	155.5
ACA090 Investor Relations	6	11	108.6	120.6	130.1	127.0	130.7	150.0	127.3	130.4	159.5
ACA100 Internal/Empl Comm	13	51	109.3	118.6	121.4	121.1	135.8	141.8	124.2	137.3	146.0

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	4	15	---	115.8	---	---	125.4	---	---	127.3	---
\$500 – \$999.9 million	4	24	---	113.4	---	---	123.5	---	---	122.1	---
\$1.0 – \$1.9 billion	8	37	112.8	126.0	132.9	122.0	145.1	153.4	128.1	142.6	163.1
\$2.0 – \$4.9 billion	12	81	107.6	115.3	130.0	117.8	130.3	149.9	119.2	134.4	152.1
\$5.0 – \$9.9 billion	4	79	---	123.9	---	---	146.1	---	---	153.3	---
Greater than \$10.0 billion	10	212	117.6	124.1	135.8	131.4	145.0	153.8	135.7	143.2	162.7

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE

TOWERS WATSON 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	11	69	122.5	126.2	132.1	143.6	149.1	152.7	138.7	151.2	156.4
Integrated E&P and Refining	5	111	121.9	124.2	138.0	143.9	145.0	153.8	141.8	155.5	168.1
Pipeline	5	114	102.9	114.8	118.8	111.2	130.3	135.4	112.9	133.2	139.4
Utility	15	137	106.4	112.5	118.8	115.9	126.7	132.4	107.2	129.1	134.6

All values in Canadian Dollar

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Company weighted statistics

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2015 Energy Services MMPS Compensation Survey – Canada
Function/Level Scope Break Table
August 2015
TOTAL SAMPLE



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

Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	28	162	144.4	153.7	163.7	165.1	180.1	195.5	174.6	183.6	199.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ACA000 Corp Affs/Comm-Multi	11	27	137.0	145.4	162.5	162.5	167.3	197.0	162.5	172.3	210.3
ACA020 Community Affs/Rels	5	12	132.0	157.8	172.8	150.1	183.1	199.0	151.0	199.1	212.1
ACA025 Aboriginal Community Affs/Rels	7	19	144.3	151.7	158.1	166.0	183.6	186.5	167.8	182.2	196.0
ACA050 Regulatory Affs/Compl	19	65	147.4	151.8	165.2	163.5	181.4	193.4	169.6	189.5	204.2
ACA070 Government Relations	10	12	148.1	156.6	161.2	175.4	183.8	191.0	179.2	182.2	194.4
ACA090 Investor Relations	6	6	145.0	156.1	171.2	170.1	173.4	198.3	167.9	179.8	195.1
ACA100 Internal/Empl Comm	4	4	---	134.2	---	---	164.5	---	---	165.1	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	8	---	150.3	---	---	175.2	---	---	194.2	---
\$2.0 – \$4.9 billion	6	15	124.4	146.5	159.5	134.8	173.7	194.5	142.6	183.5	197.1
\$5.0 – \$9.9 billion	4	31	---	153.1	---	---	180.9	---	---	191.1	---
Greater than \$10.0 billion	8	99	135.0	153.4	163.7	149.9	183.4	196.5	157.4	178.9	204.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	25	152.8	155.4	164.2	183.0	185.2	197.4	169.6	192.3	200.7
Integrated E&P and Refining	5	53	150.9	163.6	171.8	181.6	186.1	200.5	178.9	199.3	218.4
Pipeline	4	47	---	138.7	---	---	163.1	---	---	165.4	---
Utility	8	33	130.3	149.1	162.3	134.0	168.5	192.9	138.6	181.9	199.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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