

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

TOWERS WATSON 

Function : AGS – Geosciences
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
	19	135	90.6	95.7	98.7	104.1	107.3	110.5	105.6	108.8	115.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AGS010 Geology	19	92	90.5	95.5	100.0	103.8	107.2	110.6	105.7	109.4	116.0
AGS020 Geophysics	13	33	93.5	96.5	100.7	106.1	108.6	116.4	103.7	107.4	123.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	5	26	85.7	96.0	104.1	101.0	109.6	118.1	107.7	114.5	125.7
Greater than \$10.0 billion	7	83	91.4	96.0	101.0	101.9	109.9	111.9	99.0	109.4	115.6

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	68	90.6	93.2	98.7	104.3	106.4	113.6	105.6	106.9	114.5
Integrated E&P and Refining	5	63	93.0	96.0	99.1	99.9	109.8	113.2	101.5	114.9	121.8

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

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

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

TOWERS WATSON 

Function : AGS – Geosciences
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
23	281	107.0	109.1	116.7	117.6	125.4	136.2	118.9	128.6	144.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AGS000 Geosciences–Multi	4	28	---	109.5	---	---	112.9	---	---	112.9	---
AGS010 Geology	22	180	106.9	109.2	118.8	120.6	126.4	137.9	120.1	129.9	148.5
AGS020 Geophysics	16	73	109.7	111.5	115.7	124.8	129.0	137.5	123.2	129.7	142.0

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	4	21	---	111.7	---	---	129.0	---	---	134.9	---
\$2.0 – \$4.9 billion	6	34	100.7	109.2	121.9	114.7	128.7	146.4	120.8	129.0	168.0
Greater than \$10.0 billion	9	152	104.1	108.7	117.4	113.7	123.8	139.4	114.5	119.9	143.6

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	114	108.7	110.4	116.7	125.5	129.5	146.4	127.5	130.3	165.5
Integrated E&P and Refining	5	108	108.1	112.1	117.4	120.5	123.9	137.8	118.6	135.9	148.1

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

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

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

TOWERS WATSON 

Function : AGS – Geosciences
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
	24	352	132.8	135.3	153.3	152.5	160.8	180.1	154.6	168.4	188.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AGS000 Geosciences–Multi	5	39	111.0	129.0	150.2	124.5	153.2	162.1	126.8	157.5	162.0
AGS010 Geology	24	217	130.7	136.2	149.5	151.8	161.3	173.3	149.7	169.0	183.4
AGS020 Geophysics	18	96	134.2	141.0	163.2	160.1	168.7	192.4	160.2	176.8	202.0

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	38	133.0	134.0	157.2	150.3	157.4	197.9	146.8	162.5	194.1
\$2.0 – \$4.9 billion	6	63	113.9	144.8	159.1	147.2	175.0	187.2	165.5	182.1	199.8
Greater than \$10.0 billion	9	184	134.5	138.7	155.6	157.3	161.6	177.6	150.1	160.7	187.0

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)	12	178	133.6	139.4	156.9	154.5	162.4	185.8	159.3	174.6	188.7
Integrated E&P and Refining	5	125	134.8	140.7	156.2	159.5	162.4	174.7	157.6	174.3	187.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AGS – Geosciences
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
	20	302	173.1	181.2	198.8	202.5	219.5	245.4	213.9	226.7	259.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AGS000 Geosciences–Multi	5	21	173.8	176.0	201.8	207.3	211.2	227.5	204.7	214.6	240.5
AGS010 Geology	18	167	169.6	177.9	190.6	201.6	215.6	239.6	209.7	222.1	251.8
AGS020 Geophysics	17	114	180.3	186.1	204.0	220.7	229.8	262.7	219.2	234.2	269.1

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	34	---	185.9	---	---	223.0	---	---	231.2	---
\$2.0 – \$4.9 billion	5	38	152.3	174.2	197.2	198.3	219.5	238.7	221.5	222.7	252.6
Greater than \$10.0 billion	7	184	175.2	177.7	200.7	202.1	216.1	254.4	200.7	212.3	268.2

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)	13	162	175.3	181.9	198.5	217.4	227.3	253.1	216.7	232.1	254.3
Integrated E&P and Refining	5	128	172.0	177.7	197.9	202.5	213.2	230.0	204.4	212.3	249.4

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

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

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

TOWERS WATSON 

Function : AGS – Geosciences
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
16	152	201.4	208.6	230.3	248.1	252.0	299.7	244.6	257.9	305.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AGS000 Geosciences–Multi	4	21	---	205.7	---	---	253.3	---	---	254.5	---
AGS010 Geology	12	81	201.5	207.0	226.5	248.1	257.3	301.5	241.1	268.9	307.0
AGS020 Geophysics	14	50	201.0	212.1	234.9	247.6	253.9	300.3	242.2	259.8	312.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	18	---	208.6	---	---	250.3	---	---	258.2	---
Greater than \$10.0 billion	6	78	201.5	206.4	235.9	251.8	252.7	282.5	243.5	257.9	284.5

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	101	200.0	210.7	243.5	246.8	250.6	307.9	240.6	258.2	312.0
Integrated E&P and Refining	5	48	201.8	210.6	246.7	252.2	262.9	282.5	255.7	263.8	301.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
	24	110	109.4	121.9	131.7	116.4	137.7	148.5	116.4	140.4	158.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR–Multi	10	34	101.4	110.7	133.8	111.1	120.9	141.5	113.7	128.3	142.8
AHR130 Employee Development/Training Generalist	11	29	109.9	124.3	137.2	116.1	139.8	153.6	116.1	141.5	173.7
AHR134 Technical Training	10	19	110.7	120.8	135.0	124.0	134.5	146.2	125.7	135.1	148.2
AHR140 Recruit–Multi	7	10	114.4	124.9	159.4	127.0	146.4	161.9	148.2	161.4	173.1
AHR150 HRIS	4	6	---	123.7	---	---	145.3	---	---	148.6	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	11	---	107.3	---	---	117.4	---	---	123.7	---
\$2.0 – \$4.9 billion	7	21	104.5	116.2	142.8	117.5	125.4	168.4	117.4	129.5	170.6
Greater than \$10.0 billion	7	60	123.2	133.0	135.4	138.8	148.4	156.5	140.4	148.4	171.4

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	4	34	---	135.4	---	---	152.4	---	---	159.9	---
Utility	8	27	105.5	112.3	115.9	114.7	121.2	128.0	115.9	121.4	131.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
44	259	129.4	148.6	159.8	149.3	178.3	194.0	150.8	181.4	210.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR–Multi	32	117	136.5	150.4	164.5	162.2	179.7	191.3	160.7	184.8	213.4
AHR010 Comp/Ben–Multi	5	5	116.3	146.9	165.6	125.3	176.3	203.4	125.3	177.3	221.4
AHR020 Comp–Multi	13	15	131.5	147.0	160.8	144.7	174.2	196.8	139.2	172.5	219.9
AHR060 Benefits	10	11	139.5	156.0	172.1	160.5	182.1	198.7	172.4	189.8	213.1
AHR070 Pension Plan Admin	6	6	138.1	160.6	174.8	166.2	192.8	213.5	167.0	213.1	226.6
AHR090 Emp/Labor Relations	8	10	123.8	144.7	162.2	138.3	170.0	196.4	135.2	170.3	210.6
AHR110 Diversity/EEO–Multi	4	4	---	135.0	---	---	162.0	---	---	163.8	---
AHR120 Organization Dev	6	7	121.8	142.4	167.7	121.8	167.3	206.5	121.8	168.3	211.7
AHR122 Workforce Analytics	5	5	146.1	155.5	167.6	170.3	186.6	206.2	190.8	207.0	213.3
AHR130 Employee Development/Training Generalist	15	39	129.5	139.8	156.3	149.0	164.7	187.6	139.8	173.1	196.5
AHR134 Technical Training	6	6	120.4	132.3	145.5	137.3	156.3	168.4	132.2	155.9	182.6
AHR140 Recruit–Multi	14	18	132.2	142.8	159.3	151.3	174.9	185.4	141.1	171.6	192.8
AHR150 HRIS	7	9	129.3	152.6	161.1	148.7	183.1	193.3	139.4	206.1	212.0
AHR160 HR Call Center	4	5	---	135.5	---	---	166.0	---	---	174.0	---

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	7	14	130.1	147.8	166.4	144.4	175.3	199.7	130.1	177.3	201.6
\$500 – \$999.9 million	4	13	---	126.8	---	---	139.2	---	---	129.2	---
\$1.0 – \$1.9 billion	6	21	124.9	140.6	168.4	141.4	165.2	204.2	141.9	175.3	219.4
\$2.0 – \$4.9 billion	15	73	129.2	138.5	153.7	161.5	165.3	186.6	154.4	172.4	214.7
\$5.0 – \$9.9 billion	4	31	---	160.5	---	---	194.9	---	---	213.6	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

2015 Energy Services MMPS Compensation Survey – Canada
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
Greater than \$10.0 billion	8	104	146.2	157.8	159.8	180.6	185.7	194.0	185.1	193.6	203.3

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)	10	37	139.7	158.5	170.4	168.3	186.4	202.1	173.5	202.0	220.9
Integrated E&P and Refining	5	63	150.1	159.7	171.9	181.9	187.7	196.3	187.1	198.8	219.1
Pipeline	5	40	149.0	159.1	177.7	176.8	190.9	213.2	186.7	198.4	214.5
Utility	16	93	120.2	130.3	137.6	131.6	149.8	166.0	125.4	148.9	172.2
Chemical	4	12	---	154.8	---	---	180.1	---	---	195.6	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
39	137	145.7	178.4	190.9	177.5	220.5	238.6	174.0	237.2	259.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR–Multi	31	65	145.7	182.0	203.4	176.7	227.9	245.2	175.2	245.3	269.8
AHR010 Comp/Ben–Multi	9	9	146.1	170.0	186.8	170.1	214.2	234.4	164.6	207.1	250.6
AHR020 Comp–Multi	6	6	170.9	196.0	219.2	206.8	221.9	276.3	216.7	222.0	311.6
AHR060 Benefits	5	5	147.5	184.6	235.6	---	239.6	---	187.1	248.4	296.8
AHR090 Emp/Labor Relations	13	20	147.8	175.9	193.1	160.6	212.8	254.4	162.4	241.1	261.7
AHR130 Employee Development/Training Generalist	9	14	145.2	170.4	179.4	170.9	196.0	220.6	160.5	211.7	236.5
AHR140 Recruit–Multi	4	4	---	182.7	---	---	228.3	---	---	249.5	---
AHR150 HRIS	5	5	149.0	160.0	182.6	---	205.5	---	187.2	200.0	241.5

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	6	---	173.9	---	---	197.9	---	---	176.4	---
\$1.0 – \$1.9 billion	8	16	143.4	169.9	195.2	165.6	207.5	238.2	171.5	217.4	280.0
\$2.0 – \$4.9 billion	12	47	142.8	170.3	182.4	170.9	212.8	234.4	158.7	232.6	252.8
\$5.0 – \$9.9 billion	4	13	---	198.0	---	---	245.2	---	---	282.1	---
Greater than \$10.0 billion	10	44	173.4	185.1	207.8	222.8	233.4	257.1	214.6	244.3	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)	12	26	146.8	182.4	214.4	180.0	224.7	272.0	177.8	254.8	295.8

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

2015 Energy Services MMPS Compensation Survey – Canada
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
Integrated E&P and Refining	5	27	183.1	186.8	225.8	229.8	233.4	257.5	230.9	251.4	285.5
Pipeline	4	13	---	184.8	---	---	230.0	---	---	233.1	---
Utility	12	56	140.9	167.6	182.1	157.5	200.4	234.4	160.6	192.1	244.2

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

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

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



Function : AHR – Human Resources
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
	18	38	188.6	215.0	235.6	233.5	271.0	315.5	250.2	272.4	357.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR-Multi	16	20	187.8	209.7	236.3	233.9	268.8	310.8	229.2	268.4	350.5
AHR010 Comp/Ben-Multi	4	4	---	212.3	---	---	268.5	---	---	278.5	---

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	4	---	202.3	---	---	245.3	---	---	265.5	---
\$2.0 – \$4.9 billion	5	13	167.9	234.5	255.1	206.6	310.8	358.9	189.6	350.4	396.1
Greater than \$10.0 billion	5	14	204.9	218.9	241.7	---	282.7	---	268.1	288.2	355.8

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)	6	6	191.7	232.0	252.6	281.7	310.8	343.2	251.6	365.0	396.0
Utility	5	16	173.3	189.8	224.7	197.7	233.2	304.8	190.2	198.0	309.1

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

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

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



Function : AHR – Human Resources
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
31	156	63.8	69.1	74.1	69.1	76.6	82.6	67.4	77.3	84.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR-Multi	20	45	62.9	66.1	72.3	67.1	73.1	79.3	67.2	74.7	78.7
AHR020 Comp-Multi	5	6	59.1	68.3	83.6	63.1	75.1	89.5	63.1	75.1	91.6
AHR060 Benefits	8	17	54.2	70.4	75.8	58.6	75.4	84.6	59.1	76.4	85.4
AHR130 Employee Development/Training Generalist	13	22	68.7	70.7	78.8	74.9	77.9	87.0	74.2	80.9	94.5
AHR134 Technical Training	5	8	65.3	72.5	88.7	70.2	83.4	94.3	70.2	87.5	102.9
AHR140 Recruit-Multi	12	21	69.6	73.4	76.2	77.8	81.5	86.5	77.5	87.3	91.2
AHR150 HRIS	6	7	61.2	70.0	74.9	67.0	78.7	84.2	68.4	82.4	88.9
AHR160 HR Call Center	5	19	66.2	67.8	71.0	71.5	76.0	81.7	71.0	77.5	86.5

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	14	57.4	67.4	71.6	62.5	74.1	78.4	63.3	74.1	82.0
\$2.0 – \$4.9 billion	10	36	64.2	67.2	78.8	69.9	72.1	87.5	69.8	76.8	85.9
Greater than \$10.0 billion	9	76	68.6	69.6	78.7	75.0	78.2	90.9	71.3	77.4	89.1

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)	8	32	67.6	70.5	77.2	74.1	79.1	86.9	75.7	81.2	84.8
Integrated E&P and Refining	5	39	71.0	74.5	83.6	77.0	83.8	93.8	79.8	88.7	96.3
Utility	9	46	53.7	64.7	70.6	59.0	69.7	77.8	56.4	67.4	78.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
42	560	76.3	80.5	89.3	81.1	90.0	99.2	82.7	90.9	99.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR–Multi	28	190	72.8	82.0	86.9	77.5	88.3	97.3	78.8	89.3	97.1
AHR020 Comp–Multi	11	14	78.8	84.4	87.9	88.3	93.5	96.7	89.8	96.0	99.4
AHR060 Benefits	16	27	77.9	82.1	95.6	80.6	90.7	104.0	80.7	89.3	103.2
AHR070 Pension Plan Admin	4	6	---	93.8	---	---	100.5	---	---	101.8	---
AHR090 Emp/Labor Relations	7	11	73.7	76.4	85.0	76.8	85.3	95.8	75.0	83.3	94.5
AHR122 Workforce Analytics	6	10	75.4	81.0	83.8	83.9	91.9	94.5	83.1	94.6	97.2
AHR130 Employee Development/Training Generalist	18	61	75.4	82.7	87.6	80.2	93.2	96.7	79.9	93.4	103.9
AHR134 Technical Training	9	97	85.6	95.3	110.1	90.6	103.2	117.1	91.2	102.0	125.8
AHR140 Recruit–Multi	19	78	75.0	82.2	85.2	79.2	92.6	96.9	77.5	91.6	101.3
AHR150 HRIS	11	32	76.1	82.5	86.9	82.3	92.7	96.6	80.7	93.3	100.5
AHR160 HR Call Center	7	21	82.4	82.8	96.0	92.4	94.8	108.5	96.1	99.2	110.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	6	17	77.3	79.0	81.3	78.5	84.9	90.7	79.2	86.0	92.0
\$1.0 – \$1.9 billion	6	26	77.1	81.0	90.4	84.5	88.6	95.4	86.9	89.2	97.9
\$2.0 – \$4.9 billion	15	151	69.1	80.3	90.2	77.3	81.2	101.0	80.8	86.6	100.9
\$5.0 – \$9.9 billion	4	18	---	82.9	---	---	94.1	---	---	94.1	---
Greater than \$10.0 billion	10	331	77.7	87.1	94.2	89.7	98.2	101.6	86.0	98.0	106.6

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

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

2015 Energy Services MMPS Compensation Survey – Canada
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)	12	75	77.8	82.9	94.0	87.3	93.6	103.5	89.6	94.1	101.3
Integrated E&P and Refining	5	190	83.5	89.0	98.4	95.0	99.1	106.0	96.5	97.7	117.2
Pipeline	6	34	75.3	77.4	79.2	80.0	83.3	87.1	80.8	85.3	89.0
Utility	13	239	70.7	78.3	84.6	76.6	81.2	89.5	76.9	84.9	89.8

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
46	765	89.1	98.2	104.8	101.0	111.0	118.4	101.2	111.0	125.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR-Multi	32	212	90.7	98.8	105.3	103.0	111.8	120.7	103.7	114.3	124.4
AHR010 Comp/Ben-Multi	8	11	76.6	91.2	100.9	87.0	104.5	115.1	76.6	105.5	112.8
AHR020 Comp-Multi	21	32	88.1	96.2	104.2	96.5	105.3	120.8	100.3	111.9	131.3
AHR060 Benefits	16	22	88.0	91.6	99.9	97.2	100.6	117.3	98.7	103.2	122.2
AHR070 Pension Plan Admin	13	14	87.3	98.6	108.6	94.3	110.5	119.4	97.8	110.1	133.1
AHR090 Emp/Labor Relations	13	32	87.0	95.9	107.5	96.4	106.7	114.8	92.9	110.3	125.9
AHR110 Diversity/EEO-Multi	4	7	---	89.8	---	---	98.7	---	---	100.8	---
AHR120 Organization Dev	8	12	95.1	104.3	112.6	102.6	118.3	122.4	102.2	116.3	130.8
AHR122 Workforce Analytics	5	6	90.3	102.7	111.2	102.0	118.1	126.1	102.1	124.8	129.5
AHR130 Employee Development/Training Generalist	24	155	93.3	96.9	105.8	103.6	111.4	118.7	101.6	108.2	120.9
AHR134 Technical Training	12	117	101.0	106.8	113.6	105.6	117.3	120.3	106.6	117.9	141.1
AHR140 Recruit-Multi	26	97	86.3	100.0	104.8	96.6	112.8	116.3	94.9	113.6	125.4
AHR150 HRIS	16	25	94.2	97.0	102.4	100.8	112.7	115.2	102.8	113.0	122.2
AHR160 HR Call Center	4	5	---	104.2	---	---	122.4	---	---	129.2	---
AHR999 HR-No Disc	6	14	89.6	100.2	108.9	97.8	112.0	122.3	99.0	106.6	125.4

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	41	88.2	96.0	105.1	102.8	105.6	118.2	100.7	104.2	117.2
\$500 – \$999.9 million	5	27	80.3	87.6	91.1	---	95.0	---	82.2	93.9	97.5
\$1.0 – \$1.9 billion	8	86	92.8	100.5	104.1	102.2	111.0	116.2	104.7	110.7	123.0
\$2.0 – \$4.9 billion	15	180	87.4	102.2	112.5	99.8	112.4	118.6	102.2	112.3	129.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

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	46	---	99.2	---	---	113.1	---	---	119.7	---
Greater than \$10.0 billion	10	379	93.4	102.3	120.0	106.9	119.6	130.8	103.1	121.0	138.4

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)	13	98	87.8	99.7	104.3	105.7	113.2	117.6	106.4	118.2	123.1
Integrated E&P and Refining	5	176	98.3	104.0	124.5	114.5	120.8	130.8	116.3	131.3	143.9
Pipeline	5	73	88.8	93.2	94.6	94.6	99.2	104.1	96.9	102.4	104.9
Utility	16	356	87.8	92.1	100.8	96.4	101.8	110.9	92.8	99.7	111.7

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AHR – Human Resources
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
43	730	113.6	120.5	127.3	127.7	136.9	148.0	126.9	139.5	155.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR-Multi	34	220	111.6	123.3	129.3	128.3	143.4	153.6	132.1	149.1	155.8
AHR020 Comp-Multi	17	37	113.5	123.0	130.7	134.3	142.7	156.5	135.5	143.6	158.9
AHR060 Benefits	17	23	108.5	121.6	128.3	128.4	140.7	149.4	129.2	141.4	148.6
AHR070 Pension Plan Admin	6	10	115.2	121.2	125.4	132.5	139.9	148.9	131.3	139.6	156.5
AHR090 Emp/Labor Relations	11	61	109.3	118.9	130.0	117.8	129.4	146.1	118.9	124.5	165.9
AHR110 Diversity/EEO-Multi	4	6	---	127.8	---	---	150.0	---	---	158.2	---
AHR120 Organization Dev	9	35	108.1	114.7	129.1	121.6	131.1	148.8	124.5	138.3	150.9
AHR122 Workforce Analytics	6	8	110.0	120.4	143.8	132.0	144.5	171.0	137.0	153.8	178.0
AHR130 Employee Development/Training Generalist	25	133	111.7	120.1	126.7	126.8	138.3	145.0	128.8	135.7	154.3
AHR134 Technical Training	15	107	115.0	125.8	146.5	129.1	140.3	162.4	126.6	145.6	183.1
AHR140 Recruit-Multi	17	37	112.5	117.0	125.4	128.6	135.3	151.0	130.4	138.9	155.6
AHR150 HRIS	9	44	106.8	115.2	118.4	117.4	128.0	140.6	116.7	134.9	144.5

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	16	108.6	113.9	134.0	121.6	128.7	154.1	123.2	128.1	148.3
\$500 – \$999.9 million	4	27	---	117.0	---	---	125.6	---	---	126.1	---
\$1.0 – \$1.9 billion	7	34	114.4	123.0	123.4	128.1	130.0	141.6	126.9	132.9	144.1
\$2.0 – \$4.9 billion	13	142	108.0	120.9	129.8	123.5	139.1	151.7	123.5	142.5	159.6
\$5.0 – \$9.9 billion	4	108	---	121.6	---	---	140.6	---	---	153.3	---
Greater than \$10.0 billion	9	400	113.0	120.5	127.0	130.7	143.0	151.4	127.7	139.4	160.5

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

2015 Energy Services MMPS Compensation Survey – Canada
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	95	121.7	124.6	133.7	141.2	146.9	157.4	139.5	150.4	163.4
Integrated E&P and Refining	5	197	120.7	124.3	140.7	143.0	149.1	153.5	143.5	155.1	172.2
Pipeline	5	75	111.9	117.3	123.1	127.5	134.9	140.8	125.6	139.4	147.8
Utility	14	262	107.9	114.0	118.4	120.9	126.2	133.0	117.6	124.0	136.2
Chemical	4	18	---	129.9	---	---	148.2	---	---	145.6	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
	19	122	136.9	149.8	162.3	163.1	180.1	191.0	163.0	189.5	204.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR-Multi	12	46	137.0	152.6	164.6	161.0	191.7	199.2	162.7	197.0	214.3
AHR020 Comp-Multi	7	10	133.3	141.4	157.1	157.3	173.8	190.1	141.4	165.0	198.9
AHR060 Benefits	4	4	---	136.1	---	---	163.3	---	---	170.8	---
AHR090 Emp/Labor Relations	4	11	---	140.4	---	---	---	---	---	169.8	---
AHR120 Organization Dev	6	11	143.2	151.3	153.3	181.1	186.8	189.1	172.6	194.3	215.6
AHR130 Employee Development/Training	9	18	136.0	141.9	154.5	158.6	168.0	189.6	158.5	177.1	200.3
Generalist											
AHR140 Recruit-Multi	4	8	---	145.5	---	---	---	---	---	180.8	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	5	9	136.4	153.1	178.5	165.5	187.5	214.3	171.0	196.6	227.1
\$5.0 – \$9.9 billion	4	32	---	153.0	---	---	179.7	---	---	201.8	---
Greater than \$10.0 billion	7	74	134.2	150.2	166.7	148.6	187.4	194.0	152.8	189.5	196.9

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)	8	43	137.4	146.6	169.6	163.8	187.5	203.0	164.1	181.8	213.6
Integrated E&P and Refining	4	29	---	161.2	---	---	188.6	---	---	196.6	---
Pipeline	4	39	---	148.1	---	---	174.1	---	---	178.1	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
	5	17	168.4	191.7	222.0	202.0	235.0	255.6	228.7	235.0	279.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	4	16	---	200.3	---	---	237.3	---	---	242.2	---

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	4	16	---	200.3	---	---	237.3	---	---	242.2	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AHR – Human Resources
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
4	24	---	55.5	---	---	60.0	---	---	60.0	---

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

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

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

TOWERS WATSON 

Function : AHR – Human Resources
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
	20	104	53.0	57.5	67.8	57.1	61.7	71.2	58.2	62.9	78.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR-Multi	9	45	52.9	56.0	64.1	53.7	65.4	68.3	53.7	65.5	73.1
AHR130 Employee Development/Training Generalist	5	21	48.5	57.7	67.0	50.9	61.8	73.0	51.3	65.2	90.9
AHR140 Recruit-Multi	7	11	54.0	59.8	60.5	58.3	60.0	66.6	58.4	60.0	70.3
AHR160 HR Call Center	4	11	---	56.9	---	---	61.7	---	---	62.8	---

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	23	---	58.2	---	---	59.8	---	---	61.1	---
\$2.0 – \$4.9 billion	5	14	52.1	65.0	74.9	55.3	70.8	82.5	56.5	73.3	86.6
Greater than \$10.0 billion	5	46	54.1	57.3	65.5	57.2	62.3	72.8	57.1	62.8	80.9

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)	4	5	---	61.5	---	---	71.8	---	---	73.6	---
Utility	7	46	52.2	56.5	65.0	53.9	59.7	70.8	53.9	59.8	73.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AHR – Human Resources
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
	22	121	65.5	69.9	77.3	70.1	74.2	81.9	70.2	76.0	84.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHR000 HR–Multi	10	57	64.3	66.1	77.9	66.3	72.3	80.4	67.2	74.2	81.0
AHR130 Employee Development/Training Generalist	6	18	65.7	69.8	74.3	68.7	69.8	83.2	68.8	70.1	93.3
AHR140 Recruit–Multi	5	12	68.9	73.8	78.8	72.1	81.2	89.8	74.5	83.4	96.9
AHR160 HR Call Center	7	14	64.6	70.7	78.1	64.6	78.6	85.9	64.6	77.0	85.8

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	6	33	66.2	72.7	79.8	71.0	75.8	85.1	72.5	77.4	86.0
\$2.0 – \$4.9 billion	4	22	---	64.8	---	---	70.8	---	---	73.2	---
Greater than \$10.0 billion	7	46	64.6	70.2	77.4	69.4	73.7	87.4	70.1	75.6	94.9

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)	6	10	65.8	68.0	73.5	69.4	73.5	80.9	70.8	75.7	81.8
Integrated E&P and Refining	5	39	68.8	71.5	78.7	72.6	78.6	89.7	73.6	76.7	96.0
Utility	7	31	65.7	69.5	75.9	66.5	73.3	78.7	66.5	73.5	79.2

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

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

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



Function : AHR – Human Resources
 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	18	64.5	75.7	87.2	70.0	82.5	92.7	69.1	82.2	91.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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
	21	99	121.5	130.7	139.4	130.9	145.9	160.6	138.2	149.9	181.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	14	35	115.9	128.0	144.7	128.2	148.5	168.2	137.8	148.5	190.6
AHS010 Environmental Science	8	30	114.3	130.4	141.6	123.1	145.2	165.4	114.9	150.6	183.9
AHS050 Safety	14	27	126.2	134.0	145.3	143.7	152.9	168.6	144.6	153.6	193.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	5	33	125.1	132.9	146.1	131.1	156.9	171.1	133.2	160.8	177.2
Greater than \$10.0 billion	7	38	123.4	130.7	138.7	136.3	147.4	160.8	139.1	144.3	196.1

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)	5	12	129.8	143.9	151.0	---	170.3	---	154.2	170.3	185.6
Integrated E&P and Refining	4	24	---	137.0	---	---	152.4	---	---	170.2	---
Utility	8	38	113.6	123.7	128.1	124.9	131.1	142.6	118.1	136.8	148.7

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AHS – Environmental, Health and Safety
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
	39	262	138.0	152.9	165.0	162.6	177.2	199.9	164.1	184.7	219.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	31	126	134.1	149.6	165.3	162.6	175.3	200.2	161.6	182.6	224.2
AHS010 Environmental Science	18	39	137.4	155.8	170.9	162.2	183.9	204.5	169.6	190.1	214.9
AHS050 Safety	25	85	138.2	151.6	162.7	161.7	174.9	195.3	159.3	180.7	209.2
AHS090 Med Svcs–Nursing	4	6	---	156.4	---	---	171.6	---	---	190.6	---

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	7	18	139.7	141.4	168.6	160.7	162.6	202.3	145.5	168.4	202.3
\$500 – \$999.9 million	4	11	---	137.3	---	---	161.3	---	---	150.4	---
\$1.0 – \$1.9 billion	7	28	121.3	164.0	197.1	142.0	196.8	246.4	149.8	198.0	249.0
\$2.0 – \$4.9 billion	9	65	131.5	138.0	166.8	158.6	170.1	206.0	168.8	176.2	226.9
\$5.0 – \$9.9 billion	4	24	---	158.9	---	---	189.3	---	---	209.6	---
Greater than \$10.0 billion	8	114	151.1	160.2	168.1	175.5	190.4	199.0	174.0	198.1	212.2

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)	11	41	164.0	166.6	181.6	196.8	199.9	246.4	206.7	225.9	228.4
Integrated E&P and Refining	5	83	151.1	159.9	168.2	176.7	188.9	196.5	173.7	205.0	220.3
Pipeline	5	37	140.4	153.2	169.0	166.2	183.8	202.8	173.3	186.2	208.0
Utility	12	73	131.9	138.0	141.4	140.9	163.1	168.5	139.4	165.0	176.1

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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
	34	110	163.8	181.5	202.4	205.7	222.9	255.3	208.3	235.5	269.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	25	47	155.8	187.4	206.1	201.0	229.4	257.1	195.1	238.0	273.9
AHS010 Environmental Science	10	20	169.1	194.9	206.4	215.4	250.9	271.8	230.6	248.1	285.8
AHS020 Environmental Remediation	4	8	---	188.3	---	---	---	---	---	242.6	---
AHS050 Safety	19	35	165.0	181.2	199.3	198.4	223.6	249.8	205.6	223.3	270.5

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	6	8	133.0	169.2	190.7	165.8	211.5	240.9	176.1	223.4	252.2
\$2.0 – \$4.9 billion	10	26	149.9	173.3	210.6	194.5	220.8	277.6	196.9	233.0	296.5
\$5.0 – \$9.9 billion	4	11	---	190.4	---	---	232.8	---	---	256.6	---
Greater than \$10.0 billion	9	56	184.4	196.3	204.2	230.8	243.8	255.5	230.4	243.8	270.3

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)	10	27	180.0	200.1	211.7	215.1	250.0	270.5	222.0	242.1	291.8
Integrated E&P and Refining	5	45	186.6	196.3	224.8	234.7	245.4	255.1	237.3	247.6	284.3
Pipeline	5	9	165.1	179.9	200.2	198.1	222.9	250.3	187.8	238.0	251.9
Utility	12	25	138.8	165.7	172.9	164.1	207.1	218.8	163.3	215.8	233.7

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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
	13	25	185.0	220.0	237.5	214.4	274.1	318.7	236.3	293.5	346.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS-Multi	10	17	184.7	218.8	232.5	224.5	262.2	315.2	242.1	280.5	346.4
AHS050 Safety	4	4	---	192.1	---	---	230.6	---	---	235.3	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	6	---	200.9	---	---	261.4	---	---	263.6	---
Greater than \$10.0 billion	4	9	---	215.0	---	---	---	---	---	288.4	---

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)	5	6	218.8	230.0	246.7	---	318.6	---	279.7	345.6	349.8

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

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

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



Function : AHS – Environmental, Health and Safety
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
	20	80	61.3	70.1	73.8	67.0	76.3	83.7	67.2	79.7	87.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	17	34	62.4	71.0	74.4	67.4	75.6	83.2	67.9	77.4	88.4
AHS010 Environmental Science	7	15	66.7	69.8	76.0	77.2	81.4	89.6	80.8	90.7	107.6
AHS050 Safety	7	30	69.5	72.0	74.8	76.7	80.6	84.5	78.0	83.8	88.9

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	6	9	53.5	66.8	83.5	56.7	75.2	91.3	56.7	87.4	95.0
Greater than \$10.0 billion	8	55	65.7	70.8	73.7	75.7	79.6	83.7	69.7	79.7	90.6

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	20	57.7	67.0	75.0	66.7	76.3	86.1	66.1	83.1	88.8
Integrated E&P and Refining	5	37	70.3	72.8	74.8	77.7	79.8	83.8	78.2	83.1	94.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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
40	351	78.5	84.4	91.5	83.9	92.5	101.4	83.7	93.3	106.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	29	111	77.4	83.0	94.8	83.9	91.0	104.8	84.2	92.3	109.9
AHS010 Environmental Science	16	55	76.1	87.3	92.7	85.1	93.0	103.9	79.2	93.3	113.0
AHS020 Environmental Remediation	6	11	75.7	81.8	91.9	81.7	94.5	113.3	80.1	92.2	107.0
AHS050 Safety	22	120	83.0	87.6	95.2	90.1	98.6	102.8	90.6	102.1	117.5
AHS090 Med Svcs–Nursing	9	52	80.7	86.9	106.7	85.0	100.6	111.5	86.5	97.0	127.3

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	4	15	---	87.6	---	---	93.7	---	---	94.4	---
\$1.0 – \$1.9 billion	6	29	70.4	85.8	95.5	76.0	90.1	107.7	75.5	94.6	110.5
\$2.0 – \$4.9 billion	13	42	74.4	80.5	101.6	83.7	87.7	108.3	84.9	92.3	110.5
Greater than \$10.0 billion	10	229	79.7	86.6	100.2	87.2	99.1	109.4	83.6	98.0	120.8

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)	12	73	76.1	83.3	99.7	84.0	93.2	108.7	86.0	94.6	108.4
Integrated E&P and Refining	5	135	86.6	88.2	101.1	97.8	100.4	109.4	97.8	106.7	129.2
Pipeline	4	43	---	81.6	---	---	89.8	---	---	92.4	---
Utility	12	76	74.7	79.9	92.3	75.9	84.9	102.4	75.6	84.3	103.1

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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
	49	787	92.8	103.5	110.2	103.8	113.5	122.5	103.2	116.2	127.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	36	209	93.3	103.4	110.4	103.8	117.4	124.8	106.7	115.8	129.0
AHS010 Environmental Science	28	159	99.5	104.8	113.1	110.6	117.6	120.6	109.2	120.0	129.3
AHS020 Environmental Remediation	8	14	98.7	110.1	132.4	112.0	122.7	157.7	105.5	121.1	152.1
AHS050 Safety	33	358	97.1	104.2	108.9	107.3	115.7	121.7	105.2	118.3	128.8
AHS090 Med Svcs–Nursing	14	41	97.1	105.5	119.4	107.4	114.0	124.4	106.0	118.6	135.5
AHS999 EHS–No Disc	4	4	---	104.0	---	---	113.7	---	---	116.2	---

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	9	53	94.3	108.9	112.7	109.6	117.8	125.7	105.2	117.8	127.4
\$1.0 – \$1.9 billion	8	97	92.7	104.2	108.0	98.0	116.0	122.8	98.0	116.7	128.5
\$2.0 – \$4.9 billion	14	175	91.7	103.1	112.1	103.5	108.9	123.6	106.4	114.6	126.4
\$5.0 – \$9.9 billion	4	58	---	102.5	---	---	114.3	---	---	126.4	---
Greater than \$10.0 billion	9	369	95.8	103.5	111.3	107.4	118.7	125.6	105.6	118.9	134.0

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)	14	145	100.6	104.3	112.1	116.2	118.3	128.5	116.0	121.5	131.0
Integrated E&P and Refining	5	226	103.4	104.8	119.5	118.4	123.5	129.3	119.9	133.7	142.1
Pipeline	5	91	92.7	97.1	102.3	102.0	106.8	112.6	102.8	109.1	115.8

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

2015 Energy Services MMPS Compensation Survey – Canada
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	14	235	85.3	95.8	107.6	90.2	101.3	110.8	92.5	100.6	110.8
Chemical	4	32	---	110.9	---	---	125.4	---	---	127.4	---

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

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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
43	760	111.2	122.1	129.0	128.0	139.8	151.1	129.0	140.4	158.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	27	216	110.0	122.5	129.9	129.3	143.3	151.9	129.8	138.8	157.8
AHS010 Environmental Science	27	227	116.8	123.9	128.2	129.5	140.7	151.4	131.8	140.9	154.3
AHS020 Environmental Remediation	9	27	122.8	127.6	148.7	143.9	154.2	178.8	138.4	157.8	192.9
AHS050 Safety	27	263	115.2	124.3	134.3	130.5	145.1	157.2	131.8	143.4	161.9
AHS090 Med Svcs–Nursing	5	23	114.8	117.2	144.0	121.5	140.4	153.9	128.4	158.9	159.8
AHS999 EHS–No Disc	4	4	---	124.9	---	---	---	---	---	145.6	---

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	5	16	114.9	124.8	128.6	133.0	139.8	146.5	125.1	136.9	148.6
\$500 – \$999.9 million	5	15	97.7	110.8	119.5	---	120.3	---	102.2	110.8	136.0
\$1.0 – \$1.9 billion	7	29	118.8	124.0	138.9	127.6	142.6	163.9	133.3	143.3	158.4
\$2.0 – \$4.9 billion	11	113	106.1	115.0	129.8	115.0	131.6	150.1	128.5	137.1	158.7
\$5.0 – \$9.9 billion	4	121	---	123.6	---	---	145.3	---	---	158.4	---
Greater than \$10.0 billion	10	457	116.8	125.1	138.7	134.3	151.0	157.8	130.2	146.8	167.7

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	130	114.3	126.0	132.6	140.0	148.7	154.9	128.7	149.0	158.6
Integrated E&P and Refining	5	273	124.9	128.6	142.4	147.6	151.0	157.8	145.3	161.8	172.1

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

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

2015 Energy Services MMPS Compensation Survey – Canada
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
Pipeline	4	105	---	115.5	---	---	132.8	---	---	134.0	---
Utility	13	161	103.6	115.0	119.9	115.3	129.1	137.2	113.0	131.8	138.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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	136.9	152.8	165.1	155.3	179.2	193.2	160.6	186.8	210.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	19	47	126.8	153.1	163.7	151.5	182.1	193.2	156.2	184.6	204.9
AHS010 Environmental Science	14	41	145.6	149.7	161.0	169.2	182.1	195.0	172.2	198.1	211.4
AHS020 Environmental Remediation	4	5	---	154.3	---	---	---	---	---	191.8	---
AHS050 Safety	17	66	145.2	153.1	164.9	172.7	181.0	195.0	166.5	187.7	216.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	7	31	120.4	142.8	152.9	145.0	168.4	187.6	156.2	173.7	198.0
\$5.0 – \$9.9 billion	4	27	---	151.3	---	---	179.9	---	---	204.4	---
Greater than \$10.0 billion	9	88	137.0	156.3	168.1	152.8	186.4	209.7	156.3	180.4	227.1

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)	10	67	148.0	153.3	173.9	175.5	179.2	202.2	170.1	191.2	203.5
Integrated E&P and Refining	5	43	155.3	159.0	165.5	172.8	187.5	206.1	170.3	214.0	230.9
Pipeline	4	16	---	132.1	---	---	151.9	---	---	153.7	---
Utility	4	18	---	126.7	---	---	151.7	---	---	149.4	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AHS – Environmental, Health and Safety
 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	15	---	204.2	---	---	247.1	---	---	253.2	---

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

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

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



Function : AHS – Environmental, Health and Safety
Level : T1 – Entry (T1)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	18	48.5	51.6	58.3	---	54.9	---	51.6	55.2	62.7

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

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
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
	13	49	64.0	74.1	92.2	69.2	80.8	96.2	70.7	82.0	102.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS-Multi	5	9	56.1	63.0	65.5	57.4	68.0	72.7	58.0	67.6	75.6
AHS050 Safety	4	10	---	84.4	---	---	87.3	---	---	96.8	---

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	4	11	---	75.5	---	---	---	---	---	86.6	---

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	25	---	70.0	---	---	---	---	---	75.9	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AHS – Environmental, Health and Safety
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
	11	113	74.0	103.4	109.3	83.0	103.0	124.7	90.9	109.2	124.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AHS000 EHS–Multi	6	31	69.3	86.7	105.5	74.0	92.2	105.5	81.8	95.7	108.9
AHS050 Safety	5	21	70.9	105.9	113.6	80.0	105.9	118.8	87.2	112.5	124.9

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	5	37	77.9	107.1	112.0	---	109.3	---	100.6	121.3	124.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AHS – Environmental, Health and Safety
 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
7	55	93.1	120.3	125.8	101.7	123.6	140.2	113.9	130.3	155.0

Company Revenue Range

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	4	46	---	122.1	---	---	---	---	136.1	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AID – IT Development
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
	17	75	114.9	125.2	138.8	127.8	144.6	159.4	132.8	147.0	162.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev–Multi	8	31	115.3	129.2	140.8	127.9	146.3	161.5	123.7	152.3	161.2
AID010 Application Dev	5	7	121.8	135.7	139.6	137.2	150.1	163.6	139.0	151.4	164.7
AID020 Business Sys Anlys	7	12	111.8	121.9	141.0	128.6	136.5	169.2	136.8	140.5	173.5
AID100 Enterprise Res Plan	7	10	123.2	135.9	148.5	145.4	159.0	168.4	146.4	166.5	171.4

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	26	115.8	120.5	141.8	127.4	144.6	164.5	131.0	147.6	176.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	29	116.7	122.2	127.2	121.3	138.2	146.4	122.9	145.1	149.1

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

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

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

TOWERS WATSON 

Function : AID – IT Development
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	305	135.1	152.1	160.9	159.0	177.6	197.9	167.2	186.0	210.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev–Multi	18	152	132.3	150.3	167.3	152.4	177.2	204.9	158.1	180.3	217.8
AID010 Application Dev	11	37	130.0	142.5	155.0	147.6	168.9	181.8	152.0	180.8	199.4
AID020 Business Sys Anlys	16	41	135.9	156.9	161.3	161.1	184.0	191.0	166.9	190.3	204.6
AID030 IT Architecture	16	31	144.9	155.5	163.5	170.5	181.8	202.1	170.8	187.0	206.1
AID055 Application Development Support	6	10	119.1	139.6	148.5	150.5	169.3	179.2	152.3	181.4	187.6
AID100 Enterprise Res Plan	10	18	139.2	152.3	165.4	165.3	182.8	199.5	171.7	187.8	215.2

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	5	9	128.6	157.5	168.8	158.3	177.6	201.6	160.5	186.7	201.0
\$500 – \$999.9 million	4	11	---	141.4	---	---	153.7	---	---	157.9	---
\$1.0 – \$1.9 billion	7	36	123.7	145.7	158.9	135.7	167.9	184.3	139.3	177.5	191.3
\$2.0 – \$4.9 billion	8	46	135.3	153.1	174.7	167.4	184.2	218.2	176.4	207.0	222.4
Greater than \$10.0 billion	8	180	146.8	155.5	160.9	174.8	188.5	198.1	172.0	191.4	207.5

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	40	139.8	158.9	167.3	175.5	186.7	205.4	184.4	201.6	217.6
Integrated E&P and Refining	4	71	---	155.5	---	---	190.5	---	---	203.5	---
Pipeline	6	117	133.0	147.2	162.8	145.3	176.2	195.3	150.6	183.9	194.3
Utility	10	49	123.0	138.3	151.7	133.4	162.7	175.5	135.6	168.2	184.5

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AID – IT Development
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
	30	92	163.6	175.1	193.2	191.4	210.7	238.9	186.5	222.0	254.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev-Multi	21	38	163.9	180.5	199.8	194.6	225.1	249.9	190.9	243.8	273.9
AID010 Application Dev	8	15	165.9	177.5	200.6	199.7	218.7	251.3	205.3	219.3	283.3
AID020 Business Sys Anlys	9	17	173.0	179.0	198.3	215.8	225.0	255.0	206.6	237.5	257.8
AID030 IT Architecture	8	12	148.3	173.1	204.7	164.6	212.1	263.7	148.3	224.5	289.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	5	14	151.6	168.0	187.7	168.9	226.8	232.4	164.6	252.6	270.2
\$2.0 – \$4.9 billion	8	20	136.9	167.3	190.2	157.0	207.4	240.0	151.8	224.8	275.2
Greater than \$10.0 billion	9	40	175.3	186.9	205.5	216.1	241.3	266.5	213.1	240.2	271.7

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	14	154.5	192.7	196.3	---	238.9	---	172.6	252.3	271.7
Integrated E&P and Refining	5	31	185.6	195.1	250.6	232.0	249.0	282.0	239.2	255.8	300.4
Utility	10	25	141.6	163.6	177.6	162.8	198.9	215.1	154.9	196.0	229.0

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

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

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

TOWERS WATSON 

Function : AID – IT Development
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
	13	31	184.8	211.3	240.6	218.8	272.7	318.6	212.8	283.9	336.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev-Multi	11	21	196.8	216.4	240.9	240.2	287.1	325.3	237.8	309.9	337.0

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	6	---	218.7	---	---	285.4	---	---	271.6	---
Greater than \$10.0 billion	4	11	---	218.3	---	---	---	---	---	305.4	---

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)	5	8	190.9	216.4	256.8	---	302.9	---	219.7	336.2	409.1
Utility	4	7	---	183.6	---	---	222.0	---	---	205.8	---

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

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

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

TOWERS WATSON 

Function : AID – IT Development
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
11	43	68.2	71.2	77.3	67.0	80.4	86.1	68.2	82.4	86.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID010 Application Dev	5	10	68.4	72.4	78.5	---	84.6	---	75.2	83.5	92.5
AID020 Business Sys Anlys	7	18	68.2	70.0	76.5	63.5	80.8	85.9	68.2	81.2	85.5

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	29	65.5	70.7	77.7	70.3	83.2	89.4	72.1	81.4	95.0

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	12	---	71.5	---	---	---	---	---	83.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AID – IT Development
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
31	231	77.5	82.3	92.8	83.8	90.6	100.0	83.3	91.2	101.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev–Multi	15	42	81.5	87.8	95.2	91.3	97.3	107.9	85.1	94.6	108.6
AID010 Application Dev	14	86	75.6	85.4	96.9	83.6	99.1	111.5	84.3	94.5	111.3
AID020 Business Sys Anlys	14	61	76.4	83.2	90.2	79.9	92.2	99.3	82.6	93.5	103.7
AID090 Ntwk Planning	4	7	---	83.2	---	---	89.0	---	---	85.4	---
AID100 Enterprise Res Plan	4	13	---	86.6	---	---	96.1	---	---	94.0	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$500 – \$999.9 million	4	14	---	81.5	---	---	---	---	---	82.7	---
\$1.0 – \$1.9 billion	4	19	---	84.3	---	---	90.0	---	---	89.7	---
\$2.0 – \$4.9 billion	7	49	70.8	78.7	96.1	77.5	84.9	106.6	81.4	85.1	106.8
Greater than \$10.0 billion	9	126	77.8	81.7	90.5	88.2	91.5	104.0	83.4	92.8	109.9

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)	8	70	73.8	83.2	102.4	81.1	95.0	114.6	84.6	98.5	111.6
Integrated E&P and Refining	4	41	---	83.4	---	---	95.9	---	---	99.9	---
Pipeline	4	20	---	82.8	---	---	91.1	---	---	92.8	---
Utility	8	69	71.2	81.3	94.0	76.9	90.4	98.0	73.6	85.5	98.2

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AID – IT Development
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
	42	816	96.4	102.6	107.8	107.4	112.9	123.3	106.0	113.5	124.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev-Multi	18	100	94.2	102.9	112.3	107.3	111.8	125.7	104.9	115.5	126.6
AID010 Application Dev	20	341	96.3	102.6	106.8	108.8	114.2	121.2	108.0	112.9	122.2
AID015 Internet/Web App Dev	4	4	---	99.0	---	---	107.4	---	---	109.6	---
AID020 Business Sys Anlys	25	252	95.7	98.2	110.0	107.0	110.9	125.3	100.6	110.9	127.9
AID030 IT Architecture	9	25	95.6	106.6	116.8	106.8	118.9	142.4	107.3	111.7	146.5
AID055 Application Development Support	8	17	96.1	99.5	110.6	110.1	119.0	124.2	107.0	117.0	126.8
AID060 Database Design/Anlys	4	11	---	87.3	---	---	---	---	---	95.7	---
AID080 Ntwk Arch Design	4	8	---	95.7	---	---	---	---	---	98.4	---
AID100 Enterprise Res Plan	8	34	99.4	102.4	113.5	108.0	117.3	130.6	107.6	120.1	135.4
AID110 IS Security Dev	4	5	---	99.0	---	---	116.3	---	---	119.6	---

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	7	32	98.3	104.8	106.7	106.5	111.1	122.7	106.5	112.8	119.1
\$500 – \$999.9 million	5	26	87.0	90.2	103.3	---	99.7	---	89.9	91.4	114.5
\$1.0 – \$1.9 billion	8	109	95.1	103.1	111.3	107.5	110.9	123.4	104.1	113.5	137.5
\$2.0 – \$4.9 billion	12	190	96.0	108.9	118.4	106.3	121.9	130.2	106.1	121.6	130.5
Greater than \$10.0 billion	9	397	94.7	99.3	107.6	107.8	115.4	122.5	104.0	112.0	123.8

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

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

2015 Energy Services MMPS Compensation Survey – Canada
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	143	92.9	103.3	107.5	107.7	116.7	133.4	102.6	115.7	130.3
Integrated E&P and Refining	5	113	99.1	102.9	119.8	115.4	119.6	128.3	115.5	124.2	133.6
Pipeline	5	163	92.4	97.7	102.9	101.6	107.4	113.2	105.0	109.7	113.0
Utility	13	323	91.5	99.3	108.0	100.0	109.1	116.6	93.2	110.6	115.8
Chemical	4	39	---	109.0	---	---	124.2	---	---	122.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AID – IT Development
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
38	1077	116.0	123.8	128.4	127.8	142.7	149.6	127.3	139.8	154.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev–Multi	25	321	112.4	122.8	135.7	124.0	143.5	148.2	125.3	145.2	151.0
AID010 Application Dev	14	147	115.8	121.0	127.5	132.3	143.8	151.0	129.0	145.9	155.1
AID020 Business Sys Anlys	20	355	113.6	122.2	126.1	131.0	142.8	151.7	132.7	145.6	160.0
AID030 IT Architecture	22	96	123.7	128.1	139.4	138.4	148.6	159.1	132.5	148.4	162.4
AID040 Sys Software Dev	5	19	116.7	122.9	142.7	128.1	138.9	155.9	128.9	141.7	157.9
AID055 Application Development Support	6	25	111.0	123.4	135.0	132.8	144.8	151.5	129.0	145.1	158.1
AID060 Database Design/Anlys	5	15	106.4	119.2	137.1	---	140.1	---	119.7	137.4	159.7
AID070 Database Mining	4	9	---	116.1	---	---	134.0	---	---	136.0	---
AID100 Enterprise Res Plan	12	66	118.5	124.3	130.6	131.4	141.7	152.1	136.2	143.8	158.9
AID110 IS Security Dev	7	11	118.0	124.5	136.0	128.7	144.8	163.2	134.6	147.5	157.3

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	54	113.6	125.5	136.0	136.4	144.9	149.2	134.5	138.9	146.2
\$500 – \$999.9 million	4	21	---	117.4	---	---	133.7	---	---	128.6	---
\$1.0 – \$1.9 billion	6	71	108.6	125.8	131.7	125.3	132.5	151.6	126.7	135.5	162.9
\$2.0 – \$4.9 billion	11	198	116.6	119.9	133.4	120.8	143.8	153.6	127.1	140.8	162.9
Greater than \$10.0 billion	9	635	111.6	122.4	135.6	128.1	145.9	153.8	126.2	138.9	159.9

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

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

2015 Energy Services MMPS Compensation Survey – Canada
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)	9	147	111.9	126.1	134.8	131.1	148.1	160.4	126.1	150.5	158.6
Integrated E&P and Refining	5	222	124.0	129.1	149.0	146.9	154.9	163.2	147.4	157.9	176.1
Pipeline	4	135	---	115.9	---	---	132.0	---	---	132.9	---
Utility	13	487	115.7	119.9	125.8	122.3	133.8	140.0	119.7	133.6	143.0

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

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

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



Function : AID – IT Development
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
	25	217	138.7	149.8	158.7	161.8	179.8	189.9	160.3	179.8	193.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AID000 IT Dev–Multi	10	19	149.9	152.7	172.3	177.8	180.9	197.8	178.6	184.6	208.3
AID010 Application Dev	9	23	139.8	156.3	172.6	172.6	187.2	211.0	168.3	188.1	220.2
AID020 Business Sys Anlys	10	36	139.4	151.5	160.8	173.3	183.8	191.2	164.1	189.3	198.3
AID030 IT Architecture	18	117	140.2	149.7	159.8	158.5	181.9	193.2	159.1	178.8	202.0
AID055 Application Development Support	4	11	---	160.1	---	---	183.5	---	---	183.5	---
AID100 Enterprise Res Plan	5	7	135.2	150.0	182.4	162.3	175.0	204.9	162.8	177.0	216.1

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	9	---	146.9	---	---	170.3	---	---	179.5	---
\$2.0 – \$4.9 billion	6	20	146.9	157.1	172.1	174.1	186.4	210.6	177.3	198.2	216.5
Greater than \$10.0 billion	8	152	131.2	154.4	170.2	148.1	187.5	202.0	151.5	180.6	211.3

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)	7	30	139.0	149.8	168.8	171.2	182.1	210.6	175.6	188.1	216.3
Integrated E&P and Refining	5	70	154.4	161.6	176.8	180.2	190.7	209.2	177.1	197.4	229.0
Pipeline	4	37	---	149.4	---	---	177.1	---	---	180.5	---
Utility	5	57	123.2	138.3	147.7	138.8	162.1	173.5	126.8	168.4	176.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AID – IT Development
 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	5	---	199.7	---	---	248.1	---	---	260.4	---

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

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

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



Function : AID – IT Development
 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
4	15	---	82.4	---	---	83.5	---	---	83.5	---

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

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

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



Function : AID – IT Development
 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
4	7	---	99.0	---	---	103.1	---	---	102.8	---

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

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

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

TOWERS WATSON 

Function : AID – IT Development
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	7	83.6	108.6	122.0	86.3	108.6	131.5	86.7	117.5	132.9

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	6	---	103.1	---	---	103.1	---	---	103.1	---

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

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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	60	116.4	120.9	131.8	130.6	137.9	150.1	132.7	142.9	154.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin–Multi	10	24	112.6	121.2	134.7	122.4	144.2	154.8	127.3	149.8	156.2
AIT010 Computer Sys Admin	4	9	---	121.6	---	---	133.4	---	---	137.1	---

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	6	38	119.7	128.9	137.4	133.2	146.5	157.3	134.1	154.6	161.3

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)	5	13	103.9	120.5	139.0	119.8	142.2	161.3	128.0	154.7	164.2
Utility	7	41	117.3	125.7	134.5	130.0	134.9	148.0	132.4	134.6	148.8

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

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
35	139	127.4	145.5	154.4	151.0	170.3	182.3	154.6	172.3	198.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin-Multi	24	69	131.7	150.5	157.2	157.3	178.8	188.6	156.2	182.0	201.5
AIT010 Computer Sys Admin	9	11	118.9	137.0	163.5	134.3	156.5	180.1	132.6	155.3	193.6
AIT020 Help Desk	9	10	123.1	137.2	157.3	147.4	154.5	170.3	148.3	163.4	184.8
AIT025 IT Onsite Support	6	10	115.4	139.8	146.7	138.8	167.8	179.1	140.4	175.5	184.2
AIT030 Database Admin	4	9	---	149.6	---	---	180.9	---	---	190.3	---
AIT040 Ntwk Cntrl/Admin	7	8	141.9	146.3	159.0	159.0	164.6	180.3	159.0	189.0	202.7
AIT070 IS Security	8	11	126.8	132.0	150.5	140.8	151.5	183.1	139.5	154.9	187.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	6	9	124.5	148.3	159.3	153.9	168.6	191.1	148.4	157.5	190.1
\$500 – \$999.9 million	5	6	125.9	150.8	155.5	142.9	165.8	179.0	130.0	164.9	184.6
\$1.0 – \$1.9 billion	4	15	---	153.6	---	---	165.4	---	---	163.1	---
\$2.0 – \$4.9 billion	10	46	121.9	132.8	144.4	133.8	155.4	175.7	148.7	168.4	175.6
Greater than \$10.0 billion	8	45	130.0	150.0	168.3	152.9	181.9	193.0	158.6	198.0	202.7

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	125.2	151.8	153.8	173.8	176.2	181.1	166.3	189.3	201.8
Integrated E&P and Refining	4	33	---	150.0	---	---	184.3	---	---	200.5	---
Pipeline	5	12	126.7	148.6	161.9	148.9	178.4	194.2	156.9	186.7	193.7
Utility	11	51	126.3	139.0	150.8	132.2	159.8	173.3	131.9	164.9	175.2

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

2015 Energy Services MMPS Compensation Survey – Canada
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
Not Otherwise Classified	4	9	---	155.7	---	---	155.7	---	---	155.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
	15	32	152.5	167.9	185.5	175.0	204.0	233.7	158.1	216.3	259.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin-Multi	13	17	153.0	167.9	188.9	185.2	204.0	237.0	177.1	216.3	260.1

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	---	159.1	---	---	181.8	---	---	178.0	---
\$2.0 – \$4.9 billion	4	5	---	158.0	---	---	205.5	---	---	234.5	---
Greater than \$10.0 billion	4	12	---	181.9	---	---	228.3	---	---	225.6	---

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	162.7	170.0	195.7	201.4	215.6	254.4	207.1	259.4	277.6
Utility	5	10	136.5	140.0	154.4	157.0	164.7	185.2	150.5	156.4	183.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
	5	7	158.6	176.5	190.4	---	---	---	185.6	206.5	243.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin-Multi	5	5	159.1	176.5	190.4	---	---	---	183.5	206.5	243.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
20	126	62.2	67.0	73.2	66.5	73.7	83.1	65.7	73.6	83.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin–Multi	9	32	59.6	65.8	71.1	65.8	70.0	74.4	64.8	67.7	74.8
AIT010 Computer Sys Admin	5	7	59.3	66.5	87.3	---	76.6	---	63.7	72.9	102.4
AIT020 Help Desk	8	48	60.7	62.4	68.2	64.3	69.5	76.9	64.4	68.7	75.9
AIT025 IT Onsite Support	7	23	66.8	76.5	81.2	69.1	84.2	87.7	68.9	83.8	87.7
AIT040 Ntwk Cntrl/Admin	5	7	58.7	62.4	82.3	---	74.6	---	61.7	66.1	89.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	14	---	65.2	---	---	69.8	---	---	70.3	---
\$2.0 – \$4.9 billion	4	42	---	69.9	---	---	75.3	---	---	75.9	---
Greater than \$10.0 billion	7	52	62.0	69.2	79.7	72.7	80.3	87.8	67.0	77.8	87.4

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)	6	40	58.7	67.9	77.2	68.9	77.0	86.9	64.4	74.4	86.8
Utility	4	17	---	68.6	---	---	70.8	---	---	70.7	---

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

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
37	577	74.6	77.9	87.8	79.4	88.7	96.4	79.0	89.2	102.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin–Multi	19	189	72.9	78.0	92.0	78.4	86.9	105.8	78.4	86.7	110.8
AIT010 Computer Sys Admin	12	45	75.5	84.4	93.1	90.1	95.8	100.5	82.2	95.3	100.4
AIT020 Help Desk	20	248	73.4	76.6	81.2	80.1	86.8	91.5	80.2	87.8	95.0
AIT025 IT Onsite Support	7	14	80.4	89.5	98.6	88.8	103.0	110.5	92.4	106.4	118.2
AIT040 Ntwk Cntrl/Admin	12	29	77.3	82.1	88.9	85.7	88.5	98.1	85.9	90.0	101.5
AIT070 IS Security	10	30	72.7	77.4	92.0	77.9	86.4	103.9	77.3	86.1	104.8
AIT100 IT Asset Mgmt	4	8	---	96.4	---	---	104.1	---	---	104.0	---

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	26	75.8	77.4	84.9	77.4	86.4	96.4	78.0	86.2	93.4
\$1.0 – \$1.9 billion	7	45	72.2	73.8	94.0	77.5	79.4	103.6	73.8	79.5	103.7
\$2.0 – \$4.9 billion	9	51	72.1	79.2	85.5	77.4	88.7	94.1	83.4	89.2	99.1
\$5.0 – \$9.9 billion	4	42	---	79.8	---	---	90.4	---	---	90.8	---
Greater than \$10.0 billion	9	404	75.8	79.2	92.9	85.9	89.5	105.4	81.2	90.2	107.7

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	73	72.6	77.7	84.5	79.3	90.4	93.5	79.5	90.1	94.0
Integrated E&P and Refining	5	54	75.9	91.0	101.9	86.5	104.7	108.2	86.8	109.1	111.6
Pipeline	5	131	73.6	77.9	80.1	79.6	85.7	88.1	80.5	87.1	88.8
Utility	8	251	74.3	77.2	93.3	77.5	85.3	103.6	74.9	83.4	103.5

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
	38	774	94.0	99.8	108.6	106.0	110.8	121.0	104.5	113.6	123.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin–Multi	25	355	93.6	98.8	106.3	103.2	111.0	117.3	104.3	111.4	117.0
AIT010 Computer Sys Admin	12	74	94.2	98.3	114.0	105.4	109.2	120.4	102.0	110.9	122.7
AIT020 Help Desk	17	132	88.2	96.5	104.0	97.4	107.5	113.5	93.8	110.0	119.7
AIT025 IT Onsite Support	7	26	97.4	101.1	103.6	110.4	113.2	119.1	112.6	118.6	122.7
AIT030 Database Admin	11	23	92.8	100.0	104.5	108.2	114.2	123.3	104.0	117.5	122.5
AIT040 Ntwk Cntrl/Admin	18	63	95.2	100.6	108.8	105.9	113.2	120.7	105.5	111.9	124.3
AIT070 IS Security	15	72	90.4	100.7	108.7	102.0	113.3	120.3	100.6	113.7	123.4

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	28	97.6	104.0	110.1	107.4	115.8	124.6	105.4	115.0	123.2
\$1.0 – \$1.9 billion	7	74	91.5	98.6	106.0	96.1	110.4	113.6	91.5	109.8	115.2
\$2.0 – \$4.9 billion	11	136	99.0	103.7	113.2	107.1	115.5	126.2	107.6	115.5	127.6
\$5.0 – \$9.9 billion	4	68	---	96.2	---	---	107.0	---	---	112.5	---
Greater than \$10.0 billion	8	462	90.3	97.7	105.8	103.0	111.3	122.2	98.2	109.4	126.6

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	122	94.0	100.0	103.7	109.2	113.6	127.8	108.5	115.2	119.4
Integrated E&P and Refining	4	66	---	105.4	---	---	121.2	---	---	127.8	---
Pipeline	5	202	91.8	94.0	104.0	100.9	103.4	114.3	102.7	105.4	114.5
Utility	11	334	91.5	100.4	110.3	101.4	107.6	116.3	91.5	107.6	115.5

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
37	616	111.7	120.1	127.1	126.6	137.1	145.6	123.8	139.6	150.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin–Multi	19	298	109.1	124.3	131.0	128.2	139.2	148.2	128.1	140.4	151.6
AIT010 Computer Sys Admin	10	43	112.7	118.6	122.7	125.0	135.3	146.8	123.8	130.9	150.0
AIT020 Help Desk	9	15	100.1	104.5	125.4	109.2	126.7	143.8	112.0	118.7	152.7
AIT025 IT Onsite Support	5	11	121.8	127.3	134.9	143.4	152.7	160.5	149.4	152.1	165.0
AIT030 Database Admin	15	55	113.7	125.9	128.2	123.3	142.6	152.6	128.1	140.3	158.5
AIT040 Ntwk Cntrl/Admin	19	81	115.3	120.3	128.0	136.1	139.4	146.6	130.5	140.4	154.3
AIT070 IS Security	12	89	112.2	119.0	123.7	127.9	137.3	144.4	118.9	139.8	150.9
AIT090 Voice Comm	6	7	125.0	132.5	138.8	139.0	149.3	156.4	145.7	156.4	161.1

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	5	15	107.9	116.6	130.1	127.9	135.5	141.1	114.1	134.3	137.6
\$500 – \$999.9 million	4	9	---	117.0	---	---	123.7	---	---	124.1	---
\$1.0 – \$1.9 billion	7	57	103.0	113.6	120.1	112.3	126.1	134.7	118.3	124.7	142.0
\$2.0 – \$4.9 billion	9	48	117.5	123.6	131.2	131.1	144.6	149.9	135.3	149.1	151.2
\$5.0 – \$9.9 billion	4	96	---	122.9	---	---	142.0	---	---	148.6	---
Greater than \$10.0 billion	9	391	109.8	117.9	134.7	126.8	143.7	155.2	123.7	132.8	162.8

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)	9	89	112.2	120.1	124.8	133.3	141.4	147.5	121.3	143.5	150.5
Integrated E&P and Refining	5	92	121.7	129.9	145.5	143.4	153.1	161.7	141.7	159.9	176.6

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

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

2015 Energy Services MMPS Compensation Survey – Canada
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
Pipeline	4	123	---	119.6	---	---	133.4	---	---	137.2	---
Utility	12	241	105.0	116.1	123.9	111.6	129.6	138.4	109.1	132.6	142.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
	17	91	139.2	152.5	163.3	167.7	187.6	192.6	162.6	186.3	199.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin–Multi	10	41	133.8	148.5	171.6	160.8	177.6	194.9	157.9	175.7	195.4
AIT010 Computer Sys Admin	4	4	---	145.6	---	---	---	---	---	171.1	---
AIT070 IS Security	8	10	134.3	154.0	158.4	170.0	173.9	190.7	156.7	172.8	198.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	7	44	133.3	150.5	170.3	170.1	187.9	199.2	157.0	187.6	206.9

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)	7	41	138.5	152.5	165.4	166.6	183.7	197.8	160.8	186.3	194.8
Integrated E&P and Refining	5	18	148.5	162.2	171.9	174.6	188.1	203.7	174.1	201.0	220.8

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AIT – IT Administration
Level : T1 – Entry (T1)

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
5	13	48.3	53.5	69.3	48.3	57.2	73.1	48.3	57.8	71.4

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

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

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



Function : AIT – IT Administration
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
	10	70	64.0	82.7	92.1	64.0	87.1	98.1	68.0	87.0	98.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT010 Computer Svs Admin	4	10	---	88.2	---	---	93.8	---	---	94.5	---

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	48	---	84.3	---	---	87.1	---	---	87.0	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AIT – IT Administration
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
	14	55	67.2	90.7	98.2	74.4	93.2	116.5	75.1	95.6	110.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AIT000 IT Admin–Multi	6	11	61.0	92.3	101.7	68.4	92.3	110.9	68.4	95.1	112.3
AIT010 Computer Sys Admin	6	15	68.7	102.9	106.5	76.3	107.3	120.2	74.9	108.0	123.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	6	22	60.8	82.4	104.6	63.7	85.6	106.6	64.7	85.5	106.8

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	5	---	69.0	---	---	75.5	---	---	75.6	---
Utility	5	37	79.8	96.2	104.9	81.7	96.2	113.7	82.4	96.2	115.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AIT – IT Administration
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
	6	52	85.4	97.2	120.7	99.2	105.5	120.7	100.7	111.2	120.7

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	50	---	109.8	---	---	113.8	---	---	114.8	---

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

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

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



Function : ALG – Legal
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	18	138.6	176.5	185.9	166.3	212.0	225.9	162.6	218.6	235.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal-Multi	6	10	173.0	179.2	208.1	204.3	220.1	257.2	197.1	228.1	276.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	5	10	130.0	176.5	196.0	157.9	223.0	238.0	156.0	228.7	259.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	6	107.6	138.6	174.2	128.6	166.3	199.3	120.9	162.6	196.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALG – Legal
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
	21	60	192.0	215.9	225.5	238.5	275.7	283.4	254.1	285.7	319.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal–Multi	18	47	193.8	219.1	226.7	261.5	280.0	283.8	261.1	292.0	326.0
ALG070 Reg Compl	5	10	184.0	200.6	209.4	---	243.1	---	236.5	254.2	272.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	10	22	185.9	209.8	220.2	228.7	268.5	285.4	244.0	280.9	318.1
Greater than \$10.0 billion	5	23	205.0	224.0	225.8	---	281.4	---	252.1	285.7	304.4

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)	5	20	205.5	223.1	232.8	---	291.6	---	277.8	321.1	351.0
Utility	8	14	166.4	192.9	211.8	204.8	235.9	273.8	219.5	254.1	281.2

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

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

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

TOWERS WATSON 

Function : ALG – Legal
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
	13	31	220.7	240.0	279.7	284.7	322.9	384.3	301.2	347.3	447.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal-Multi	11	27	225.4	240.0	289.9	299.6	350.1	391.7	304.1	347.3	451.9

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	4	4	---	211.9	---	---	266.7	---	---	273.1	---

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)	5	8	240.3	269.4	322.0	352.2	391.7	434.7	342.6	443.2	471.7
Utility	4	6	---	200.4	---	---	263.0	---	---	264.5	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALG – Legal
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
	15	36	84.0	130.0	142.4	83.9	146.2	163.1	84.0	143.4	173.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal–Multi	12	27	106.6	130.4	143.3	117.5	152.1	165.2	122.0	147.2	178.8
ALG070 Reg Compl	4	7	---	108.8	---	---	116.6	---	---	117.0	---

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	5	---	122.2	---	---	140.1	---	---	140.4	---
Greater than \$10.0 billion	5	22	103.6	130.0	139.0	---	149.6	---	112.5	143.4	173.6

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	8	---	144.3	---	---	---	---	---	177.0	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : ALG – Legal
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
	22	87	101.4	137.0	152.5	114.2	148.1	181.8	111.1	155.1	177.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal-Multi	14	65	135.4	147.9	161.6	141.3	176.2	195.8	147.8	166.8	202.6
ALG070 Reg Compl	5	8	96.4	107.7	137.4	104.2	116.3	153.3	106.0	119.2	155.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	9	---	141.7	---	---	159.9	---	---	170.5	---
\$2.0 – \$4.9 billion	6	17	98.7	121.0	156.7	108.6	139.2	187.1	111.1	144.2	176.2
Greater than \$10.0 billion	7	48	99.3	148.6	158.6	106.9	173.0	197.4	113.0	163.8	199.4

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	4	29	---	153.8	---	---	180.0	---	---	181.6	---
Pipeline	4	16	---	138.9	---	---	158.8	---	---	163.8	---
Utility	7	24	91.3	101.1	114.1	92.4	109.2	131.2	92.4	110.5	130.1

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : ALG – Legal
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
33	167	130.2	155.1	184.2	144.1	178.2	206.8	146.2	181.2	215.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal–Multi	29	146	133.6	162.9	185.1	154.4	185.5	213.6	159.0	192.7	216.3
ALG070 Reg Compl	7	15	127.5	161.0	166.1	141.8	177.1	194.4	145.6	181.2	213.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	5	12	122.1	134.4	185.1	138.5	145.1	208.3	139.4	148.1	205.0
\$2.0 – \$4.9 billion	9	46	123.3	147.8	172.1	129.5	170.8	207.7	131.6	173.2	216.3
\$5.0 – \$9.9 billion	4	24	---	151.0	---	---	174.7	---	---	177.2	---
Greater than \$10.0 billion	10	77	144.8	180.9	192.0	168.2	206.1	230.7	175.9	199.3	236.5

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	22	162.9	175.5	186.7	188.1	219.3	230.4	182.0	211.5	227.3
Integrated E&P and Refining	5	37	153.6	189.7	207.5	178.1	206.1	258.9	180.0	199.6	285.2
Utility	13	60	123.3	131.9	158.0	135.5	151.7	181.6	137.8	154.6	184.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALG – Legal
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
	32	129	160.5	191.0	209.9	190.7	229.2	254.0	195.5	236.6	264.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal-Multi	27	103	163.8	199.2	210.2	196.1	243.4	258.1	198.8	241.9	282.6
ALG005 Corporate/Company Secretary	5	5	148.0	168.1	187.3	173.7	201.7	215.3	178.3	198.4	226.0
ALG070 Reg Compl	6	17	144.2	172.9	186.1	171.2	192.0	225.7	176.5	194.9	238.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	4	13	---	190.5	---	---	232.9	---	---	239.5	---
\$500 – \$999.9 million	4	12	---	166.8	---	---	188.7	---	---	185.0	---
\$1.0 – \$1.9 billion	4	6	---	171.3	---	---	196.4	---	---	211.8	---
\$2.0 – \$4.9 billion	7	21	154.6	196.2	199.5	190.0	243.4	251.1	194.7	261.1	283.1
\$5.0 – \$9.9 billion	4	26	---	188.0	---	---	225.6	---	---	235.9	---
Greater than \$10.0 billion	8	50	160.5	210.2	247.9	197.2	255.3	269.4	201.2	236.6	278.9

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)	6	22	183.4	204.0	231.3	221.2	249.0	311.9	230.1	272.7	313.4
Integrated E&P and Refining	5	21	185.0	217.3	269.0	226.0	258.1	317.7	222.6	258.1	357.0
Utility	11	51	142.4	153.6	189.1	165.8	187.1	226.9	161.2	192.5	242.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALG – Legal
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
	8	38	186.9	206.8	220.6	241.7	253.9	275.8	252.7	267.7	288.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALG000 Legal-Multi	7	36	190.1	214.5	221.3	245.3	258.9	279.8	253.7	268.2	289.2

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

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

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



Function : ALS – Legal Support
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	18	100.7	118.6	143.1	111.1	130.5	157.2	114.6	120.3	174.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS020 Contract Admin	7	16	112.1	120.6	145.3	112.1	134.7	169.1	117.1	145.3	186.6

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

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

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

TOWERS WATSON 

Function : ALS – Legal Support
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
	8	22	143.6	158.2	173.7	168.2	184.5	201.2	159.8	189.3	218.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS020 Contract Admin	8	22	143.6	158.2	173.7	168.2	184.5	201.2	159.8	189.3	218.1

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	15	---	168.5	---	---	192.8	---	---	209.4	---

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	4	15	---	168.5	---	---	192.8	---	---	209.4	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : ALS – Legal Support
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
	10	40	64.4	72.1	81.0	71.5	80.2	91.5	69.5	84.1	97.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS020 Contract Admin	8	38	62.4	70.7	75.6	68.0	77.5	83.3	67.2	80.4	91.2

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	4	8	---	79.8	---	---	87.9	---	---	91.4	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALS – Legal Support
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
	16	84	77.8	82.2	88.8	86.0	91.8	101.5	86.6	95.3	106.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS020 Contract Admin	11	73	80.9	84.0	87.6	89.0	93.0	100.8	90.2	96.4	104.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	4	16	---	82.2	---	---	89.4	---	---	92.6	---
Greater than \$10.0 billion	5	55	83.7	87.6	97.0	95.4	100.8	103.2	96.2	104.8	111.2

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	55	83.7	87.6	97.0	95.4	100.8	103.2	96.2	104.8	111.2
Utility	5	11	74.2	77.0	86.6	76.0	85.0	98.3	74.2	85.3	100.6

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

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

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

TOWERS WATSON 

Function : ALS – Legal Support
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
	18	84	93.5	101.5	111.2	104.2	114.0	120.3	100.8	118.5	128.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS000 Legal Supp–Multi	4	5	---	103.0	---	---	116.4	---	---	115.6	---
ALS010 Paralegal	5	11	81.2	105.2	111.7	89.4	120.2	127.2	94.8	120.4	130.9
ALS020 Contract Admin	13	68	96.5	102.8	109.6	111.1	115.9	118.5	113.3	118.8	129.1

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	5	16	103.3	111.2	113.3	112.8	115.9	127.5	113.8	126.3	131.4
Greater than \$10.0 billion	5	38	98.3	102.8	122.6	115.4	118.3	128.0	118.6	125.5	132.0

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	4	37	---	102.3	---	---	117.7	---	---	126.2	---
Pipeline	4	14	---	97.5	---	---	107.3	---	---	108.7	---
Utility	4	18	---	103.8	---	---	108.6	---	---	106.8	---

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

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

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



Function : ALS – Legal Support
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
	14	97	119.1	126.3	131.3	126.8	148.0	154.6	129.0	148.0	164.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS020 Contract Admin	12	88	121.2	126.3	134.4	130.4	151.0	155.3	132.2	153.4	165.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	6	16	119.1	126.3	136.5	126.8	146.2	157.7	129.0	138.8	163.6
Greater than \$10.0 billion	5	64	124.4	128.5	141.3	147.4	152.8	155.0	148.0	157.4	168.9

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	64	124.4	128.5	141.3	147.4	152.8	155.0	148.0	157.4	168.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : ALS – Legal Support
 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	20	---	157.6	---	---	178.9	---	---	179.3	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS020 Contract Admin	4	20	---	157.6	---	---	178.9	---	---	179.3	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALS – Legal Support
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
	13	41	53.7	67.3	74.0	56.2	72.2	83.8	57.2	70.0	87.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS040 Legal Secretary	9	35	53.6	67.3	76.5	56.2	74.8	83.8	57.2	70.0	85.0

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	11	---	55.5	---	---	59.7	---	---	60.9	---

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)	6	16	64.3	70.1	77.0	67.9	80.2	88.8	68.2	79.0	91.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALS – Legal Support
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
	23	121	66.9	74.9	83.5	72.9	81.7	91.5	72.1	83.6	92.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS000 Legal Supp–Multi	4	6	---	74.6	---	---	---	---	---	85.3	---
ALS010 Paralegal	9	21	73.8	79.3	89.6	75.3	84.4	104.1	77.2	88.4	108.1
ALS020 Contract Admin	7	26	64.6	67.1	91.8	69.8	71.8	100.5	70.5	72.8	126.0
ALS040 Legal Secretary	12	68	68.6	74.0	83.3	75.7	82.3	91.7	77.8	82.2	91.9

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	4	6	---	80.9	---	---	89.0	---	---	89.5	---
\$2.0 – \$4.9 billion	6	20	64.9	70.2	85.7	69.3	72.9	95.8	69.6	72.7	99.8
Greater than \$10.0 billion	10	78	70.1	76.7	84.7	77.3	81.4	89.7	79.4	86.0	92.0

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)	7	15	74.3	82.6	93.9	79.5	91.5	104.9	82.7	92.7	94.0
Integrated E&P and Refining	5	47	69.3	79.5	86.2	78.4	89.0	91.5	80.7	89.0	93.3
Utility	6	14	60.1	63.8	74.9	63.2	69.9	80.3	64.6	67.6	77.2

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : ALS – Legal Support
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
	15	44	86.1	93.5	109.2	94.1	104.2	119.8	95.9	107.0	124.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ALS010 Paralegal	7	19	88.5	94.2	102.8	101.8	105.5	116.2	104.8	107.0	123.6
ALS020 Contract Admin	4	12	---	116.8	---	---	---	---	---	127.5	---
ALS040 Legal Secretary	6	10	79.1	84.1	94.2	86.7	91.3	103.1	87.4	93.7	104.9

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	6	24	86.4	96.7	106.5	99.4	107.9	115.6	104.2	108.4	117.5

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	9	---	90.2	---	---	100.1	---	---	100.4	---
Integrated E&P and Refining	5	20	84.3	100.0	109.4	97.0	113.0	116.1	101.5	109.8	119.9

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

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

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

TOWERS WATSON 

Function : AMK – Marketing
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
	11	19	111.2	123.2	148.0	125.8	141.7	167.3	116.5	152.1	172.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMK000 Mktg-Multi	6	9	102.5	119.9	150.6	118.5	137.9	182.8	106.3	145.7	181.4

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	5	7	88.2	141.8	159.3	105.1	167.3	192.1	106.2	172.0	210.4

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

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

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



Function : AMK – Marketing
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
	18	53	134.9	155.6	171.3	160.1	181.7	203.5	166.2	183.4	216.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMK000 Mktg–Multi	11	20	121.0	150.0	177.3	145.2	179.3	186.6	145.2	184.7	212.8
AMK030 Market/Seg Dev	5	7	130.3	142.0	164.2	150.7	168.2	193.8	157.3	172.0	178.9
AMK050 Product Management	4	10	---	146.5	---	---	179.9	---	---	200.5	---

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	8	29	112.2	135.8	161.7	125.0	165.3	197.8	127.2	170.6	228.5
Greater than \$10.0 billion	5	17	155.6	169.3	184.8	181.7	188.6	221.7	181.5	193.0	241.4

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)	4	11	---	149.2	---	---	185.8	---	---	215.5	---
Integrated E&P and Refining	4	15	---	173.4	---	---	195.9	---	---	200.9	---
Utility	4	8	---	137.4	---	---	162.2	---	---	171.5	---

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

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

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

TOWERS WATSON 

Function : AMK – Marketing
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
	16	31	172.1	188.4	206.6	207.4	233.3	268.8	210.7	244.1	269.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMK000 Mktg–Multi	9	13	140.1	181.0	189.2	189.7	228.9	234.3	183.5	243.1	245.0
AMK030 Market/Seg Dev	5	5	184.6	204.5	219.7	---	251.8	---	225.6	267.3	290.6

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	6	8	144.9	161.6	189.5	177.1	213.4	243.7	156.5	238.9	261.5
Greater than \$10.0 billion	6	18	176.9	205.9	230.0	190.6	269.5	272.2	229.1	267.3	282.3

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)	4	4	---	204.3	---	---	---	---	---	283.5	---
Integrated E&P and Refining	4	15	---	212.0	---	---	269.7	---	---	267.5	---
Utility	4	5	---	161.0	---	---	188.9	---	---	183.7	---

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

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

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

TOWERS WATSON 

Function : AMK – Marketing
 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	5	---	213.6	---	---	262.1	---	---	271.2	---

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

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

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

TOWERS WATSON 

Function : AMK – Marketing
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	10	64.6	68.0	78.1	72.4	78.2	79.3	70.8	79.2	80.4

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	9	---	67.0	---	---	76.0	---	---	75.6	---

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

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

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

TOWERS WATSON 

Function : AMK – Marketing
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
	17	91	70.6	82.4	94.0	77.4	95.7	107.2	79.0	95.7	114.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMK000 Mktg–Multi	10	25	73.9	84.7	96.6	81.2	97.3	112.0	82.0	99.3	119.2
AMK050 Product Management	5	18	82.1	94.6	106.4	92.5	104.9	115.5	94.1	106.4	122.1
AMK080 Pricing	6	22	73.7	87.8	101.0	81.3	95.4	110.5	80.3	98.1	112.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	9	28	68.4	79.6	93.4	71.8	85.1	106.6	72.0	84.9	114.2
Greater than \$10.0 billion	6	57	73.9	81.3	99.2	80.2	92.7	108.3	81.1	93.9	113.0

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	6	---	84.7	---	---	97.3	---	---	105.3	---
Integrated E&P and Refining	4	47	---	89.2	---	---	101.7	---	---	106.6	---
Utility	5	16	67.5	79.6	105.0	68.9	85.1	110.6	69.3	84.9	114.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AMK – Marketing
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
	23	189	87.4	94.1	112.7	95.6	108.1	124.2	96.4	116.6	128.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMK000 Mktg–Multi	11	117	87.6	94.6	106.2	96.4	110.7	120.1	97.6	116.8	125.6
AMK020 Mktg Comm	4	11	---	88.3	---	---	96.5	---	---	100.6	---
AMK040 Market Research	5	14	91.3	94.0	107.1	95.3	99.8	123.2	93.0	104.1	130.5
AMK050 Product Management	5	15	102.2	123.0	143.7	118.9	144.3	151.8	123.0	144.9	157.7
AMK080 Pricing	5	8	94.9	100.1	115.2	104.9	115.1	130.8	104.0	122.3	137.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	12	57	87.4	91.0	114.2	95.2	105.7	119.3	95.7	109.6	126.9
Greater than \$10.0 billion	7	122	86.6	97.9	117.9	95.2	113.2	135.5	96.4	117.2	146.2

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)	5	14	87.8	92.0	115.5	93.8	108.1	134.3	95.7	125.6	142.9
Integrated E&P and Refining	4	28	---	107.9	---	---	124.4	---	---	131.7	---
Utility	7	97	85.5	88.0	103.9	93.1	98.7	110.7	89.0	94.6	116.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AMK – Marketing
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
	20	230	103.2	122.0	130.5	125.5	143.6	155.5	117.8	142.7	160.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMK000 Mktg–Multi	11	143	108.8	125.2	131.6	130.6	150.2	155.9	133.3	156.9	161.7
AMK030 Market/Seg Dev	8	11	105.9	123.6	181.3	125.5	142.5	190.0	113.3	155.5	198.2
AMK050 Product Management	6	39	115.7	131.2	169.2	134.7	157.5	189.5	136.7	168.5	193.6
AMK080 Pricing	5	8	128.0	131.4	150.1	147.7	157.6	163.3	150.5	168.2	172.4

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	8	34	103.2	114.7	137.6	127.4	138.1	155.8	127.1	139.4	160.8
Greater than \$10.0 billion	7	182	99.9	129.4	136.1	114.8	149.6	163.4	114.7	154.7	180.8

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	16	122.0	128.3	150.5	143.6	152.8	174.0	142.9	158.3	184.1
Integrated E&P and Refining	4	59	---	132.8	---	---	159.4	---	---	172.1	---
Utility	5	128	98.4	105.0	114.7	104.3	127.0	131.8	100.4	127.0	139.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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



Function : AMK – Marketing
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
	9	19	128.4	169.8	175.0	138.1	203.7	216.1	154.0	225.8	238.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMK050 Product Management	4	5	---	172.5	---	---	---	---	---	249.1	---

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	5	10	127.6	145.2	175.0	129.4	183.2	216.1	154.0	228.9	238.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AMK – Marketing
 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	15	64.6	81.0	91.3	70.8	87.7	92.8	69.3	87.7	92.9

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

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

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

TOWERS WATSON 

Function : AMS – Customer Support/Operations
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
12	157	85.7	94.5	107.4	96.4	102.6	115.3	100.9	107.0	114.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMS000 Customer Support/Operations Gen/Multi	5	18	97.7	112.3	116.3	---	123.2	---	112.2	119.2	134.5
AMS010 Cust Svcs	7	16	87.0	96.2	112.0	102.4	105.8	116.8	108.2	112.0	116.8
AMS020 Cust Contact Ctr Gen/Multi	8	83	81.7	92.0	104.6	89.7	100.2	115.5	92.0	100.6	116.0
AMS030 High Vol Cust Billing	4	7	---	96.7	---	---	111.8	---	---	111.7	---
AMS510 Meter Read-Residential	5	23	93.8	97.4	109.7	100.7	116.9	120.6	105.1	112.2	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
\$2.0 – \$4.9 billion	4	45	---	88.8	---	---	101.2	---	---	106.0	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	9	135	86.6	99.7	112.1	97.2	109.0	116.4	101.7	107.8	116.5

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

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

TOWERS WATSON 

Function : AMS – Customer Support/Operations
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
	12	40	116.3	126.0	131.6	134.6	145.3	157.1	127.8	142.3	160.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMS000 Customer Support/Operations Gen/Multi	7	12	122.0	125.6	136.2	135.6	140.3	156.6	125.6	137.5	162.0
AMS020 Cust Contact Ctr Gen/Multi	5	8	116.7	124.0	144.2	137.0	142.5	169.6	138.3	151.7	178.7

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$2.0 – \$4.9 billion	5	19	110.3	126.4	140.5	124.2	146.6	168.6	124.3	156.7	170.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	31	116.2	126.9	134.9	134.6	145.7	157.1	127.8	145.0	162.7

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

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