

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



Function : AMS – Customer Support/Operations  
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
	6	13	146.6	162.6	172.2	170.8	190.1	215.3	158.1	177.0	236.0

**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	4	6	---	173.4	---	---	202.6	---	---	206.2	---

**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	---	150.0	---	---	186.0	---	---	170.7	---

**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	7	---	162.6	---	---	190.1	---	---	177.0	---

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

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

TOWERS WATSON 

Function : AMS – Customer Support/Operations  
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
	9	52	66.6	68.3	75.9	70.7	74.7	85.8	68.3	75.2	84.8

#### 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	27	64.5	67.1	69.2	---	71.6	---	65.6	69.7	74.3
AMS010 Cust Svcs	4	22	---	75.2	---	---	82.8	---	---	82.8	---

#### 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	9	---	68.6	---	---	74.1	---	---	75.5	---

#### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	28	64.1	66.9	71.8	---	74.5	---	66.8	74.7	76.9

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August 2015  
TOTAL SAMPLE

TOWERS WATSON 

Function : AMS – Customer Support/Operations  
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
	6	32	81.4	90.9	103.5	86.9	98.1	106.5	88.7	99.0	107.4

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	4	30	---	90.6	---	---	98.6	---	---	99.0	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	9	---	90.9	---	---	98.1	---	---	99.0	---

All values in Canadian Dollar

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August 2015  
TOTAL SAMPLE



Function : AMS – Customer Support/Operations  
Level : P4 – Specialist (P4)

Total Sample

		Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation			
	Cos	Cases	25th	Median	75th	25th	Median	75th	25th	Median	75th
	5	10	109.9	115.4	122.1	122.1	126.0	132.4	122.1	127.3	144.3

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2015 Energy Services MMPS Compensation Survey – Canada  
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TOTAL SAMPLE



Function : AMS – Customer Support/Operations  
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
	8	127	49.0	51.5	59.2	50.6	53.9	60.2	50.6	54.4	66.1

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	119	49.7	52.5	58.1	50.7	56.2	60.0	50.7	56.2	65.4

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TOTAL SAMPLE



Function : AMS – Customer Support/Operations  
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
	14	1400	54.1	57.9	66.9	55.5	59.3	72.0	55.6	61.4	72.2

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	87	50.4	54.1	74.5	52.3	54.9	80.0	52.3	55.6	78.8
AMS020 Cust Contact Ctr Gen/Multi	10	1160	54.3	59.3	68.8	57.1	61.6	72.2	56.3	61.5	72.2
AMS510 Meter Read-Residential	4	116	---	60.1	---	---	---	---	---	63.3	---

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	4	257	---	57.9	---	---	61.2	---	---	61.4	---
Greater than \$10.0 billion	4	717	---	53.5	---	---	56.4	---	---	56.1	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	1364	55.6	58.8	65.8	55.6	60.3	69.7	55.6	62.0	69.7

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TOWERS WATSON 

Function : AMS – Customer Support/Operations  
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
	13	277	61.2	65.7	72.2	61.2	68.9	74.3	61.2	69.1	74.4

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMS010 Cust Svcs	9	43	61.3	63.0	69.1	63.1	67.8	69.1	62.9	66.7	69.2
AMS020 Cust Contact Ctr	9	186	61.7	65.8	73.5	63.8	69.9	75.5	64.4	69.8	75.6
Gen/Multi											

### 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	32	---	60.4	---	---	64.7	---	---	63.5	---

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	178	62.0	66.9	76.2	62.6	69.1	76.2	62.9	69.6	76.3

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TOTAL SAMPLE



Function : AMS – Customer Support/Operations  
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
	8	63	69.0	78.6	85.1	73.8	82.3	87.0	75.2	82.4	87.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AMS010 Cust Svcs	4	19	---	79.0	---	---	82.1	---	---	82.1	---

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	51	67.6	77.1	86.8	68.8	82.5	86.8	69.5	82.6	87.4

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TOTAL SAMPLE

TOWERS WATSON 

Function : APM – Project/Program Management  
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
	22	291	111.8	135.0	144.9	127.3	142.6	166.9	127.5	147.4	175.7

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt-Multi	12	33	105.3	123.7	138.1	113.9	132.8	160.0	117.9	134.9	178.4
APM010 IT Proj Mgmt	5	5	127.4	142.8	151.3	143.3	168.4	177.8	146.3	170.8	176.9
APM020 Facilities Const Proj Mgmt	8	39	136.4	139.0	156.6	139.5	152.1	166.6	138.5	155.8	168.7
APM030 Engi Proj Mgmt	4	16	---	115.1	---	---	122.8	---	---	122.0	---
APM510 Major Const Proj Mgmt	5	117	133.1	143.3	189.7	---	183.0	---	145.5	162.6	252.4

### 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	92	110.9	135.0	165.3	124.7	137.4	198.7	127.1	137.7	200.4
Greater than \$10.0 billion	5	96	135.4	140.2	143.0	---	152.5	---	147.4	157.8	172.7

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	8	166	110.9	121.7	135.4	123.7	135.8	138.8	125.0	135.5	137.7

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Function : APM – Project/Program Management  
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	513	138.8	156.9	183.0	158.2	187.4	227.5	158.6	187.4	232.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt–Multi	22	146	138.3	155.3	177.0	156.6	187.2	204.7	156.8	185.2	219.3
APM010 IT Proj Mgmt	17	47	129.2	160.6	174.1	148.6	192.8	207.3	146.0	197.8	223.4
APM020 Facilities Const Proj Mgmt	7	11	147.0	165.5	200.9	176.4	198.6	228.5	179.7	210.6	250.4
APM027 Construction Project Control Services	11	60	148.0	164.8	175.3	168.6	197.7	210.5	176.8	201.2	215.2
APM030 Engi Proj Mgmt	16	81	140.6	177.0	190.4	160.7	204.1	228.0	165.2	206.7	248.0
APM510 Major Const Proj Mgmt	15	144	151.6	165.5	191.3	173.9	201.8	232.2	182.7	203.5	261.8
APM530 Elec T/D Proj Mgmt	4	15	---	154.9	---	---	175.7	---	---	184.9	---

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	6	20	142.9	156.6	179.0	158.0	179.0	236.6	152.6	168.5	236.6
\$500 – \$999.9 million	5	22	119.6	156.0	176.5	---	180.0	---	120.2	165.2	205.9
\$1.0 – \$1.9 billion	5	26	129.3	154.0	192.9	144.4	179.8	231.5	141.4	206.0	249.2
\$2.0 – \$4.9 billion	12	107	130.1	146.3	183.5	156.9	178.7	231.9	150.3	184.0	240.9
\$5.0 – \$9.9 billion	4	78	---	177.7	---	---	217.2	---	---	233.4	---
Greater than \$10.0 billion	7	254	160.5	166.1	171.3	179.6	197.5	203.5	182.7	194.2	216.2

Company Industry

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

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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)	10	89	164.1	186.5	196.7	198.6	234.2	253.0	194.9	246.9	260.0
Integrated E&P and Refining	4	164	---	169.5	---	---	200.3	---	---	205.2	---
Pipeline	5	88	141.5	149.7	177.1	164.9	179.6	212.5	168.8	187.4	216.4
Utility	14	131	123.8	142.6	154.5	138.7	170.4	183.6	124.7	167.2	191.5

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Function : APM – Project/Program Management  
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
31	314	170.2	205.6	222.9	202.4	243.9	274.7	202.6	255.7	297.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt–Multi	17	94	141.0	198.8	214.1	174.2	249.7	263.5	171.7	256.7	282.0
APM010 IT Proj Mgmt	9	16	142.4	174.5	209.9	158.6	209.4	259.7	158.6	216.0	288.1
APM020 Facilities Const Proj Mgmt	6	10	199.6	216.3	226.6	224.3	258.7	273.0	220.6	277.6	318.1
APM027 Construction Project Control Services	4	10	---	189.1	---	---	227.1	---	---	255.0	---
APM030 Engi Proj Mgmt	12	70	164.0	217.6	231.4	187.6	254.6	286.0	186.9	276.3	302.1
APM510 Major Const Proj Mgmt	16	89	198.9	220.9	234.8	245.8	275.4	299.0	254.6	282.3	334.1
APM530 Elec T/D Proj Mgmt	5	20	160.9	175.0	177.6	188.8	206.1	224.2	178.3	216.9	237.4

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	4	20	---	192.4	---	---	240.4	---	---	248.1	---
\$500 – \$999.9 million	5	13	143.3	178.1	203.3	164.1	206.5	248.8	162.8	184.4	260.6
\$1.0 – \$1.9 billion	4	15	---	192.9	---	---	235.7	---	---	241.0	---
\$2.0 – \$4.9 billion	9	93	141.0	184.6	226.4	166.7	237.6	296.5	157.7	245.2	318.9
Greater than \$10.0 billion	8	152	196.0	209.5	221.7	241.1	253.9	276.2	254.7	258.4	265.0

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	78	212.6	219.4	246.3	226.7	269.1	293.1	250.2	279.4	309.3

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**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	95	187.4	216.5	233.8	234.3	244.1	283.4	249.9	261.0	297.3
Pipeline	4	34	---	206.1	---	---	258.5	---	---	262.8	---
Utility	11	79	158.3	170.2	184.6	173.1	204.2	237.6	168.8	202.6	245.2

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

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



Function : APM – Project/Program Management  
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
	17	67	196.2	223.0	259.2	232.0	276.5	327.4	244.5	293.7	341.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt–Multi	7	37	159.4	222.6	238.4	191.3	271.1	305.2	195.1	292.8	312.1
APM030 Engi Proj Mgmt	5	14	204.0	257.5	280.1	254.9	334.8	364.2	287.4	339.0	398.6
APM510 Major Const Proj Mgmt	4	7	---	235.3	---	---	---	---	---	309.3	---

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	24	171.8	198.4	216.8	185.8	226.9	290.4	192.3	252.6	297.2
Greater than \$10.0 billion	6	23	215.9	249.7	284.0	265.8	305.2	365.6	287.7	330.4	405.3

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	6	18	180.8	199.5	216.0	208.6	243.6	275.8	219.8	244.5	279.5

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : APM – Project/Program Management  
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	38	69.4	74.9	89.2	76.7	82.6	90.8	78.1	82.9	96.2

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt-Multi	5	8	72.2	76.6	92.2	80.1	86.6	93.6	79.3	90.9	96.6
APM027 Construction Project Control Services	5	19	65.7	72.8	90.5	72.9	80.1	94.1	75.7	82.0	97.4

**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	17	---	73.8	---	---	83.1	---	---	83.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : APM – Project/Program Management  
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
	28	175	76.4	86.2	94.5	82.6	94.6	102.1	84.2	93.1	103.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt–Multi	13	62	76.9	84.5	92.9	84.6	95.1	99.3	84.2	93.6	97.5
APM027 Construction Project Control Services	7	52	75.2	86.0	98.8	80.8	96.3	99.8	84.2	97.0	99.8
APM030 Engr Proj Mgmt	8	30	69.4	89.5	95.7	79.9	96.0	104.8	70.2	91.2	113.8

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$1.0 – \$1.9 billion	4	15	---	85.2	---	---	90.8	---	---	96.6	---
\$2.0 – \$4.9 billion	8	45	73.3	78.3	95.7	80.0	85.3	105.2	80.4	86.5	120.7
\$5.0 – \$9.9 billion	4	45	---	86.0	---	---	97.6	---	---	96.8	---
Greater than \$10.0 billion	8	49	78.2	88.8	97.2	79.9	96.8	110.3	83.0	94.7	115.5

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)	7	20	84.5	87.6	95.7	89.8	96.7	104.6	92.7	96.1	99.6
Integrated E&P and Refining	5	39	84.4	96.5	97.5	94.7	99.5	111.1	93.6	97.2	135.3
Utility	8	34	75.3	79.0	90.2	80.0	88.2	99.1	79.8	89.6	99.1
Not Otherwise Classified	4	32	---	85.4	---	---	85.4	---	---	88.0	---

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

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

TOWERS WATSON 

Function : APM – Project/Program Management  
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
34	550	97.6	105.8	122.1	107.3	114.8	127.6	107.7	120.9	132.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt–Multi	20	171	98.0	107.5	113.4	110.1	113.7	124.7	110.1	121.0	136.8
APM010 IT Proj Mgmt	10	32	95.4	102.4	140.9	100.0	110.5	145.9	103.0	112.2	146.5
APM027 Construction Project Control Services	6	61	93.5	97.8	107.3	102.9	107.6	116.7	106.6	113.3	122.0
APM030 Engi Proj Mgmt	15	183	97.7	106.5	127.4	105.2	119.3	143.5	105.7	123.6	144.2
APM510 Major Const Proj Mgmt	9	61	96.8	106.4	125.0	105.3	118.6	145.7	110.6	125.8	145.5

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	22	---	100.7	---	---	110.5	---	---	108.1	---
\$1.0 – \$1.9 billion	6	55	104.4	109.2	114.3	114.4	119.7	123.9	117.1	122.9	126.4
\$2.0 – \$4.9 billion	10	172	94.4	99.0	126.5	101.4	109.5	133.0	103.1	114.6	133.1
Greater than \$10.0 billion	10	219	96.3	107.6	128.9	106.5	122.4	145.3	106.4	131.4	156.9

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	43	103.8	108.4	118.9	108.7	122.0	133.6	112.8	122.6	136.7
Integrated E&P and Refining	5	75	96.1	106.4	126.9	112.4	122.4	137.2	117.1	131.8	159.7
Utility	12	205	97.5	102.0	111.4	103.1	109.2	123.3	103.8	109.4	127.5
Not Otherwise Classified	4	57	---	116.0	---	---	116.5	---	---	120.1	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : APM – Project/Program Management  
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
	40	743	114.9	128.0	141.4	131.7	144.0	162.4	133.6	148.1	173.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt–Multi	24	199	113.0	128.6	138.6	130.4	142.2	164.2	132.1	144.0	177.2
APM010 IT Proj Mgmt	19	58	114.4	122.5	134.1	130.2	141.4	147.0	129.4	144.0	157.9
APM020 Facilities Const Proj Mgmt	9	40	117.8	130.0	146.1	135.5	153.6	167.9	129.6	166.0	177.5
APM027 Construction Project Control Services	8	92	119.2	127.8	131.8	137.0	144.8	149.9	143.4	149.7	155.9
APM030 Engi Proj Mgmt	14	119	124.1	138.1	150.7	141.9	158.0	170.1	150.1	157.8	185.6
APM510 Major Const Proj Mgmt	11	171	122.0	128.6	136.7	130.5	146.1	162.5	134.2	156.0	179.1

### 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	26	122.5	131.1	140.3	138.2	140.8	154.6	132.5	141.2	158.7
\$500 – \$999.9 million	5	49	94.2	125.8	130.9	94.2	141.0	149.2	97.3	126.1	151.1
\$1.0 – \$1.9 billion	5	42	112.4	120.3	147.3	123.7	132.3	170.9	118.5	143.2	187.2
\$2.0 – \$4.9 billion	12	197	112.8	126.1	135.1	129.6	143.9	154.7	126.4	142.7	156.6
\$5.0 – \$9.9 billion	4	185	---	125.2	---	---	141.8	---	---	156.0	---
Greater than \$10.0 billion	10	243	119.6	132.9	151.3	138.6	160.2	171.3	139.6	160.2	184.4

### 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)	9	57	122.5	141.2	155.3	141.0	159.8	176.9	140.9	157.3	187.2

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

### 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	164	126.8	133.5	156.6	150.2	160.2	170.9	152.3	167.7	187.1
Utility	14	236	107.1	120.1	127.6	112.9	131.4	142.8	107.1	129.3	145.4

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

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



Function : APM – Project/Program Management  
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
	31	380	142.5	155.0	178.7	165.3	185.5	213.2	168.1	194.1	228.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM000 Proj/Prog Mgmt–Multi	16	131	129.6	157.9	190.8	146.3	186.9	216.9	150.4	191.3	237.4
APM010 IT Proj Mgmt	7	17	143.0	169.2	185.3	164.5	206.1	215.1	182.6	206.1	242.1
APM020 Facilities Const Proj Mgmt	4	8	---	173.0	---	---	186.4	---	---	191.7	---
APM027 Construction Project Control Services	8	35	146.8	153.2	168.0	175.8	184.0	196.0	180.6	189.6	201.3
APM030 Engi Proj Mgmt	9	49	158.7	172.2	206.0	186.6	197.6	240.5	193.0	221.9	258.6
APM510 Major Const Proj Mgmt	16	129	143.7	159.8	181.9	166.9	187.0	222.5	169.0	195.9	235.6

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	5	20	136.5	147.0	230.7	152.4	169.0	251.9	157.6	188.4	256.6
\$2.0 – \$4.9 billion	9	112	125.6	142.1	162.1	146.4	165.6	195.3	138.6	173.2	208.4
\$5.0 – \$9.9 billion	4	64	---	158.0	---	---	185.5	---	---	201.3	---
Greater than \$10.0 billion	8	172	146.1	157.9	177.7	183.4	194.7	209.8	170.7	197.8	221.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	92	149.0	178.3	209.1	186.0	199.9	253.7	185.6	199.4	261.8
Integrated E&P and Refining	5	79	150.1	162.3	190.0	183.8	194.7	212.3	186.3	201.3	238.7
Utility	8	113	123.9	136.5	144.6	127.1	154.7	173.4	124.5	147.2	186.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : APM – Project/Program Management  
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	51	182.5	193.1	246.7	225.1	241.1	282.5	227.3	250.2	293.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
APM030 Engi Proj Mgmt	5	7	186.5	188.5	223.4	220.1	235.6	272.9	220.1	252.6	299.0
APM510 Major Const Proj Mgmt	5	6	176.1	206.1	275.1	214.4	272.1	308.2	225.1	272.1	298.8

### 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	20	---	239.0	---	---	273.2	---	---	278.8	---

### 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	18	---	238.8	---	---	272.3	---	---	277.9	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : APM – Project/Program Management  
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
	7	15	55.6	78.5	87.0	55.6	78.5	97.4	62.5	78.5	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
\$2.0 – \$4.9 billion	4	7	---	67.1	---	---	70.7	---	---	74.1	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada  
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August 2015  
TOTAL SAMPLE



Function : APM – Project/Program Management  
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
6	33	66.8	75.6	92.0	67.3	77.3	99.7	67.9	79.1	98.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : AQY – Quality Assurance Methods  
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
	10	13	107.5	132.3	170.1	116.8	155.8	177.3	126.0	165.1	192.7

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY020 Process Imprvmt	7	10	111.4	129.8	147.2	122.4	151.7	164.4	129.8	161.4	187.9

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

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2015 Energy Services MMPS Compensation Survey – Canada  
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TOTAL SAMPLE

TOWERS WATSON 

Function : AQY – Quality Assurance Methods  
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
	15	75	130.5	144.2	161.7	149.3	168.6	193.1	151.9	165.6	204.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY000 Quality-Multi	7	22	105.3	154.8	177.8	125.7	178.0	222.2	127.8	162.3	242.0
AQY020 Process Imprvmt	10	51	132.3	149.1	162.7	156.2	173.0	188.0	161.4	174.4	195.5

### 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	6	15	104.1	131.7	154.4	120.6	156.9	187.3	122.2	157.0	191.7
Greater than \$10.0 billion	6	28	142.3	157.9	173.7	164.3	192.8	208.8	164.7	197.6	217.0

### 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	26	---	157.9	---	---	193.4	---	---	204.4	---
Utility	4	10	---	135.3	---	---	163.2	---	---	156.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : AQY – Quality Assurance Methods  
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
	14	37	156.3	181.2	200.3	184.6	230.8	242.2	208.5	232.6	248.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY000 Quality-Multi	6	12	134.8	176.9	228.7	148.7	231.8	259.9	150.5	231.8	290.3
AQY020 Process Imprvmt	8	22	166.5	181.2	205.4	204.9	230.8	234.0	219.8	232.6	251.4

### 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	13	128.3	140.0	169.6	145.8	164.2	225.4	147.0	178.1	230.3
Greater than \$10.0 billion	7	16	185.0	195.8	215.9	225.0	237.4	252.9	224.5	243.6	252.7

### 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	11	175.0	185.7	229.7	218.8	234.0	262.1	223.9	243.6	290.9

All values in Canadian Dollar  
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2015 Energy Services MMPS Compensation Survey – Canada  
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TOTAL SAMPLE

TOWERS WATSON 

Function : AQY – Quality Assurance Methods  
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
	7	25	65.8	68.5	69.5	68.6	76.6	79.9	68.6	73.9	81.8

#### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY020 Process Imprvmt	4	19	---	68.9	---	---	78.3	---	---	77.8	---

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Company weighted statistics

All monetary values in thousands

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TOTAL SAMPLE

TOWERS WATSON 

Function : AQY – Quality Assurance Methods  
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
	10	114	74.7	79.3	87.6	77.2	90.4	97.5	77.3	89.9	106.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY000 Quality–Multi	6	32	70.6	80.6	89.2	71.7	86.4	99.3	72.7	85.1	114.7
AQY020 Process Imprvmt	4	81	---	79.3	---	---	90.4	---	---	93.3	---

### 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	26	---	85.4	---	---	98.0	---	---	108.3	---

### 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	26	---	85.4	---	---	98.0	---	---	108.3	---

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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TOTAL SAMPLE

TOWERS WATSON 

Function : AQY – Quality Assurance Methods  
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
	20	195	93.0	104.7	119.6	102.5	114.7	129.2	104.2	116.4	134.9

#### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY000 Quality-Multi	11	30	101.8	108.5	134.8	105.9	120.4	138.7	112.6	127.0	145.5
AQY020 Process Imprvmt	13	144	95.1	101.7	107.1	100.3	111.8	124.5	100.2	110.2	131.6

#### 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	16	---	106.4	---	---	119.7	---	---	128.7	---
\$2.0 – \$4.9 billion	7	41	92.6	108.8	132.6	105.9	112.0	154.8	110.2	112.6	169.8
Greater than \$10.0 billion	6	47	97.1	105.7	125.3	108.4	124.1	136.2	105.7	132.9	139.2

#### 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	44	102.1	107.0	128.5	118.4	125.2	137.6	120.5	134.8	143.4
Utility	7	32	88.8	105.1	108.8	92.3	106.5	115.6	93.9	106.5	120.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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TOTAL SAMPLE

TOWERS WATSON 

Function : AQY – Quality Assurance Methods  
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
	17	193	115.9	128.0	136.3	130.2	144.8	151.5	133.4	144.9	159.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY000 Quality-Multi	7	24	122.2	131.0	137.6	134.4	149.3	157.2	137.2	148.9	171.4
AQY020 Process Imprvmt	14	154	114.0	120.5	131.0	124.7	136.5	148.5	128.7	137.1	156.9
AQY030 Six Sigma	4	15	---	139.1	---	---	154.5	---	---	154.3	---

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	22	107.6	122.0	143.3	117.2	138.5	167.8	118.0	141.1	173.0
Greater than \$10.0 billion	6	75	122.8	128.1	140.6	143.8	146.6	157.1	142.7	148.7	172.0

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Integrated E&P and Refining	5	65	121.9	128.2	142.0	142.8	148.3	160.4	140.5	150.1	176.6
Utility	7	17	112.5	120.6	131.4	125.9	132.7	149.3	128.7	134.9	153.5

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

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2015 Energy Services MMPS Compensation Survey – Canada  
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August 2015  
TOTAL SAMPLE

TOWERS WATSON 

Function : AQY – Quality Assurance Methods  
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	51	145.6	158.4	166.3	170.6	185.6	196.8	166.5	184.7	201.3

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AQY000 Quality-Multi	4	11	---	163.3	---	---	189.7	---	---	192.7	---
AQY020 Process Imprvmt	5	30	140.3	146.4	155.5	---	183.1	---	162.4	173.4	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
Greater than \$10.0 billion	7	38	146.4	159.9	167.1	177.5	188.0	202.7	167.1	190.0	202.6

### 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	28	149.1	159.9	169.4	173.7	184.2	203.6	170.0	190.0	219.5

All values in Canadian Dollar  
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2015 Energy Services MMPS Compensation Survey – Canada  
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TOTAL SAMPLE

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	25	81	98.7	123.9	135.0	111.1	136.7	150.4	114.7	137.6	156.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE020 Facilities Mgmt	17	32	94.0	117.0	137.8	104.7	134.6	143.8	107.7	134.7	145.7
ARE551 Land Administration	10	26	104.2	120.7	132.9	131.0	141.2	164.6	136.0	147.0	184.6

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	8	22	84.9	111.5	138.2	101.2	125.2	144.1	108.6	135.8	147.6
\$5.0 – \$9.9 billion	4	8	---	131.2	---	---	152.7	---	---	171.3	---
Greater than \$10.0 billion	8	30	107.2	124.7	142.6	110.6	144.0	164.1	116.4	146.5	168.2

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)	7	18	99.7	124.2	126.5	127.2	143.4	157.5	137.6	146.6	163.6
Integrated E&P and Refining	4	21	---	138.8	---	---	155.2	---	---	160.3	---
Pipeline	4	6	---	114.4	---	---	122.8	---	---	125.6	---
Utility	7	31	97.8	105.8	134.1	110.6	116.4	134.1	110.2	118.9	137.3

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada  
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August 2015  
TOTAL SAMPLE

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	31	148	121.8	150.0	157.2	140.2	178.8	191.8	147.8	186.7	208.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE000 Real Estate–Multi	9	10	138.2	155.2	163.9	165.9	187.8	201.9	182.1	192.7	205.2
ARE010 Real Estate/Property Mgmt	4	7	---	152.2	---	---	170.3	---	---	179.4	---
ARE020 Facilities Mgmt	14	28	109.6	128.8	162.5	124.4	151.3	199.5	111.9	153.4	205.9
ARE040 Land/Right-of-Way	6	10	124.9	141.3	152.9	136.6	167.2	183.5	133.4	167.5	185.3
ARE550 Land Management	12	25	129.5	148.9	160.2	154.0	166.2	185.2	170.1	188.2	202.4
ARE551 Land Administration	11	32	139.0	150.0	165.2	166.8	196.8	207.2	186.1	200.4	221.5
ARE552 Land Contracts	7	11	130.0	133.6	148.0	158.1	162.5	179.1	174.9	185.7	188.9
ARE553 Land Negotiation	12	25	156.0	164.8	180.5	191.0	201.3	226.4	194.3	207.2	228.4

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	5	12	128.7	152.0	167.8	138.8	179.9	206.4	131.2	178.3	200.3
\$1.0 – \$1.9 billion	6	21	91.4	114.0	155.8	99.1	136.3	189.6	92.6	166.3	200.5
\$2.0 – \$4.9 billion	9	47	119.7	132.0	155.0	143.2	155.4	187.9	148.5	183.2	202.3
Greater than \$10.0 billion	7	38	155.0	157.2	162.0	186.0	191.8	196.5	175.8	207.2	211.4

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)	10	57	112.6	153.6	160.6	140.8	186.3	213.5	168.6	202.3	221.2
Integrated E&P and Refining	4	31	---	157.2	---	---	193.4	---	---	209.9	---
Pipeline	4	17	---	147.0	---	---	176.4	---	---	179.6	---

All values in Canadian Dollar

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Company weighted statistics

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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	9	33	120.3	132.0	149.3	135.3	146.9	170.9	133.3	149.2	181.5

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TOTAL SAMPLE

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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	77	147.6	178.3	206.8	166.6	224.4	263.5	160.6	236.3	282.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE000 Real Estate-Multi	7	9	161.6	175.0	195.0	201.9	224.0	253.3	175.3	242.5	276.9
ARE020 Facilities Mgmt	6	9	136.9	186.5	235.9	153.2	225.1	274.3	147.3	231.9	299.9
ARE550 Land Management	12	20	149.7	198.3	215.9	184.1	259.5	281.5	174.6	259.2	303.5
ARE551 Land Administration	5	8	149.4	174.0	206.7	---	238.4	---	177.5	204.8	288.5
ARE553 Land Negotiation	7	21	191.5	206.5	212.9	245.7	260.4	273.1	249.6	277.3	294.7

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	---	158.0	---	---	192.3	---	---	177.9	---
\$2.0 – \$4.9 billion	7	16	130.0	155.5	211.4	149.5	205.2	283.4	151.8	260.0	304.5
Greater than \$10.0 billion	7	45	178.3	205.1	211.6	201.9	260.6	267.8	233.1	256.1	280.2

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)	8	34	174.9	200.3	210.4	226.0	257.5	283.4	239.9	280.7	303.0
Integrated E&P and Refining	5	29	191.7	205.7	238.2	239.6	264.8	268.2	246.2	264.8	293.2
Utility	5	9	128.2	146.8	161.9	144.2	158.6	198.4	142.9	151.8	191.9

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	11	19	197.0	242.0	252.1	253.9	332.1	335.5	274.9	317.0	382.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE550 Land Management	5	9	192.0	242.0	249.8	---	329.3	---	273.5	317.0	359.6
ARE553 Land Negotiation	5	5	225.1	250.0	253.2	309.1	330.6	357.8	298.2	339.7	403.4

### 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)	7	9	207.1	248.1	252.1	320.4	334.9	347.7	308.0	321.4	385.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	19	119	65.0	71.1	76.8	74.3	79.6	83.4	71.5	80.6	85.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE000 Real Estate–Multi	4	4	---	67.7	---	---	74.5	---	---	73.8	---
ARE551 Land Administration	8	78	58.1	67.4	70.6	66.5	77.1	78.7	66.6	72.2	80.4
ARE552 Land Contracts	5	9	63.7	72.6	80.0	---	82.9	---	69.0	80.9	91.1
ARE553 Land Negotiation	6	10	69.1	71.2	74.4	79.5	83.1	84.7	74.2	84.4	91.3

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	5	---	65.7	---	---	73.9	---	---	72.9	---
\$2.0 – \$4.9 billion	6	32	63.0	67.2	71.2	66.3	76.6	79.8	67.1	79.0	88.1
Greater than \$10.0 billion	6	59	66.3	74.3	78.9	80.1	82.6	85.2	71.3	83.1	85.6

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	61.5	66.4	72.2	70.4	77.1	80.6	68.1	78.9	83.8

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : ARE – Real Estate and Facilities  
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
	23	176	69.9	81.2	99.1	77.1	91.9	100.2	77.8	92.1	103.4

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE000 Real Estate–Multi	4	11	---	90.9	---	---	96.7	---	---	95.1	---
ARE020 Facilities Mgmt	6	25	64.9	73.3	93.7	72.6	87.6	114.9	64.9	82.4	114.0
ARE040 Land/Right-of-Way	4	25	---	79.9	---	---	81.5	---	---	82.1	---
ARE550 Land Management	7	9	70.0	81.2	85.3	73.0	93.7	106.0	72.0	92.0	106.8
ARE551 Land Administration	11	63	61.7	72.0	91.3	74.3	84.3	106.1	72.8	82.0	99.7
ARE552 Land Contracts	9	24	76.9	83.7	96.6	88.4	90.5	112.2	86.5	92.2	108.8
ARE553 Land Negotiation	8	13	76.4	86.2	98.2	94.3	99.5	119.1	84.6	103.6	123.2

**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	17	---	70.0	---	---	76.7	---	---	79.3	---
\$2.0 – \$4.9 billion	7	51	66.4	83.5	109.2	72.9	91.9	121.9	77.8	93.3	121.9
Greater than \$10.0 billion	8	93	82.7	87.7	99.7	98.2	99.4	113.5	92.0	101.2	114.7

**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)	10	80	66.7	78.6	89.9	76.7	89.8	104.9	80.6	90.1	98.7
Integrated E&P and Refining	5	54	85.9	88.9	97.8	96.9	99.4	107.0	96.3	103.4	114.4
Utility	5	17	63.0	78.0	110.9	---	89.0	---	63.0	79.2	111.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	28	290	87.9	95.7	103.5	97.3	107.0	119.3	100.2	108.9	124.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE000 Real Estate–Multi	5	11	85.7	95.0	105.2	92.1	102.6	116.0	89.8	99.0	118.9
ARE020 Facilities Mgmt	11	27	87.5	100.9	103.5	98.6	114.2	118.1	96.6	116.3	126.4
ARE550 Land Management	9	28	91.7	96.2	116.9	98.3	117.1	125.4	97.5	118.8	130.9
ARE551 Land Administration	14	72	76.3	86.4	102.6	90.0	97.3	116.6	92.1	99.6	113.5
ARE552 Land Contracts	13	56	88.6	99.1	105.1	103.8	112.6	123.6	103.9	115.8	128.6
ARE553 Land Negotiation	14	42	96.3	98.4	118.5	110.4	120.3	134.2	109.3	125.9	142.9

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	6	34	86.5	91.2	103.2	92.7	101.3	115.9	89.7	103.7	117.6
\$2.0 – \$4.9 billion	8	66	87.6	95.0	103.3	96.5	104.2	112.4	100.5	105.8	116.6
Greater than \$10.0 billion	8	113	84.0	99.5	107.0	101.5	116.0	125.5	90.8	117.1	131.3

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)	13	145	84.6	95.0	115.3	101.3	111.3	131.7	103.7	114.6	128.1
Integrated E&P and Refining	5	43	99.5	100.9	120.8	115.2	118.5	129.0	117.1	124.6	135.6
Pipeline	4	46	---	93.7	---	---	98.9	---	---	103.7	---
Utility	7	52	81.2	96.3	103.9	91.7	100.7	116.9	84.9	96.5	125.8

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

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
29	258	108.4	116.6	126.7	122.1	132.3	148.3	124.8	136.0	155.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE000 Real Estate-Multi	6	11	95.6	118.3	134.4	101.7	142.6	151.7	99.4	147.6	152.8
ARE020 Facilities Mgmt	6	14	100.5	114.7	138.9	111.7	132.3	166.6	116.5	142.5	173.4
ARE040 Land/Right-of-Way	6	18	109.0	115.6	130.9	118.6	129.1	142.9	124.1	133.5	144.9
ARE550 Land Management	15	57	118.6	123.2	129.1	130.4	143.6	150.4	130.0	140.9	157.4
ARE551 Land Administration	10	39	86.9	106.9	126.6	101.9	122.1	156.4	107.9	124.7	153.8
ARE552 Land Contracts	11	51	105.0	113.2	124.2	124.5	129.9	149.2	125.0	136.8	146.4
ARE553 Land Negotiation	13	61	119.2	122.4	137.5	139.1	146.3	163.2	142.8	152.7	170.5

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	8	---	125.9	---	---	137.1	---	---	133.9	---
\$1.0 – \$1.9 billion	6	22	102.6	109.2	113.8	113.9	120.1	126.6	113.7	122.5	128.3
\$2.0 – \$4.9 billion	7	44	94.4	116.6	123.5	118.0	132.4	148.6	124.7	140.1	150.0
Greater than \$10.0 billion	9	141	108.2	122.9	150.3	131.1	147.0	166.7	123.1	152.8	175.3

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)	12	136	105.6	115.6	127.1	121.4	132.4	149.6	125.6	136.6	155.7
Integrated E&P and Refining	5	64	122.2	125.2	150.3	146.1	147.5	164.4	146.8	157.5	175.3
Pipeline	4	33	---	108.4	---	---	122.3	---	---	127.8	---
Utility	7	23	104.5	115.4	120.3	113.4	126.2	138.5	113.2	120.1	140.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	15	152	131.4	143.7	162.4	149.6	174.7	194.4	146.2	179.8	199.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE550 Land Management	7	26	133.8	146.5	163.3	165.2	189.4	200.8	176.0	189.3	202.0
ARE551 Land Administration	8	32	101.6	114.1	138.0	112.2	131.7	168.2	118.1	135.2	172.4
ARE552 Land Contracts	8	35	131.7	142.0	153.6	161.5	167.7	182.8	158.9	172.2	183.3
ARE553 Land Negotiation	11	36	140.7	160.8	168.8	171.3	192.7	205.9	180.6	191.7	213.0

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	7	96	132.3	161.9	167.6	173.7	191.6	198.6	146.2	185.4	201.7

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)	9	104	118.0	138.0	167.2	143.2	167.7	187.0	144.0	168.3	188.5
Integrated E&P and Refining	5	46	156.5	162.4	174.2	184.9	194.3	202.2	183.1	199.1	220.5

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

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



Function : ARE – Real Estate and Facilities  
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
	9	20	164.0	190.4	221.0	217.4	242.5	269.6	211.5	243.1	279.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE553 Land Negotiation	8	11	175.5	188.8	210.8	215.0	236.0	264.6	211.3	232.5	277.4

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)	7	16	156.0	186.0	205.5	205.0	233.2	275.4	211.2	229.0	280.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : ARE – Real Estate and Facilities  
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
	8	43	45.9	53.9	59.8	51.3	59.2	63.5	53.6	59.9	63.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE551 Land Administration	5	19	44.9	46.0	56.2	50.1	52.1	62.3	51.1	58.2	62.7

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)	4	10	---	45.9	---	---	51.6	---	---	55.8	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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	143	56.2	61.2	70.6	60.9	66.1	79.5	60.9	67.6	79.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE551 Land Administration	14	94	56.2	62.1	70.3	60.9	67.0	79.9	60.7	71.6	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
\$2.0 – \$4.9 billion	8	25	55.2	58.3	71.1	60.9	63.4	76.6	61.1	70.0	79.6
Greater than \$10.0 billion	5	57	56.7	61.2	71.9	60.2	65.5	80.8	59.3	66.8	83.5

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	48	56.1	61.4	71.0	62.3	66.8	82.9	64.4	76.5	82.0
Pipeline	5	18	58.6	61.2	69.2	62.0	66.7	72.7	62.9	66.8	73.4
Utility	6	43	54.9	56.3	79.1	56.7	59.8	82.9	56.7	60.5	83.1

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	18	132	69.1	74.3	84.5	74.4	81.2	97.8	74.4	82.6	99.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE020 Facilities Mgmt	4	11	---	68.8	---	---	75.0	---	---	79.5	---
ARE551 Land Administration	15	93	70.0	76.3	84.4	77.7	84.4	97.1	75.5	86.2	99.1

### 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	4	12	---	82.6	---	---	96.5	---	---	106.3	---
Greater than \$10.0 billion	7	86	65.6	73.0	78.5	72.2	77.0	88.7	73.8	74.8	93.6

### 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	26	69.0	72.4	90.5	77.9	83.0	105.9	80.1	96.6	110.3
Integrated E&P and Refining	5	58	71.2	74.5	82.7	75.7	82.2	94.3	74.7	89.7	98.7
Pipeline	5	23	66.6	73.6	80.5	72.1	73.6	90.7	73.7	74.1	91.1

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ARE – Real Estate and Facilities  
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
	11	43	86.2	97.9	107.7	86.2	117.5	127.0	86.2	127.2	135.1

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARE020 Facilities Mgmt	4	8	---	112.2	---	---	127.8	---	---	136.8	---
ARE551 Land Administration	7	32	86.2	97.9	105.4	86.2	117.5	123.0	86.2	127.0	135.0

**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	24	---	101.7	---	---	119.4	---	---	123.9	---

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

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

TOWERS WATSON 

Function : ARS – Research Science  
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
	6	18	138.7	163.8	197.1	159.7	193.6	215.8	169.4	204.6	226.9

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARS000 Research-Multi	6	18	138.7	163.8	197.1	159.7	193.6	215.8	169.4	204.6	226.9

### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	4	14	---	162.3	---	---	193.6	---	---	204.6	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : ARS – Research Science  
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
	4	15	---	87.8	---	---	100.0	---	---	105.7	---

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARS000 Research-Multi	4	15	---	87.8	---	---	100.0	---	---	105.7	---

**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Greater than \$10.0 billion	4	15	---	87.8	---	---	100.0	---	---	105.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : ARS – Research Science  
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
	4	127	---	110.4	---	---	120.3	---	---	122.8	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARS000 Research-Multi	4	127	---	110.4	---	---	120.3	---	---	122.8	---

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	127	---	110.4	---	---	120.3	---	---	122.8	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ARS – Research Science  
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
	5	103	118.9	131.4	150.9	128.7	157.7	165.0	126.0	161.0	176.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARS000 Research-Multi	5	103	118.9	131.4	150.9	128.7	157.7	165.0	126.0	161.0	176.1

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	97	---	136.1	---	---	159.3	---	---	163.3	---

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

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

TOWERS WATSON 

Function : ARS – Research Science  
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	54	---	169.6	---	---	189.5	---	---	197.5	---

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ARS000 Research-Multi	4	54	---	169.6	---	---	189.5	---	---	197.5	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

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

Total Sample

Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
		25th	Median	75th	25th	Median	75th	25th	Median	75th
31	198	106.0	118.7	129.4	113.2	133.3	143.5	116.8	136.4	149.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt–Multi	14	44	109.9	125.5	136.9	122.7	141.3	163.5	125.2	147.2	179.0
ASC020 Materials Mgmt	9	22	108.1	125.0	130.6	118.5	129.9	144.7	114.3	137.7	142.3
ASC030 Logistics	8	11	115.0	139.0	144.0	128.0	147.9	166.6	121.0	164.9	196.5
ASC040 Warehousing	15	59	97.0	106.5	111.7	105.6	121.9	132.6	110.8	127.7	140.0
ASC050 Transportation	4	7	---	114.2	---	---	135.2	---	---	131.9	---
ASC060 Purchasing–Multi	15	41	106.8	123.5	130.2	106.7	142.7	149.0	114.6	143.2	159.7

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	22	91.5	104.1	115.5	98.0	107.4	127.9	99.1	111.2	133.2
\$2.0 – \$4.9 billion	9	49	108.6	122.3	130.1	120.5	133.3	145.9	123.7	136.4	154.8
Greater than \$10.0 billion	8	92	116.5	118.9	122.8	129.4	136.1	137.0	129.7	138.2	147.5

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)	8	41	116.3	122.5	125.0	122.6	139.7	145.0	124.6	137.6	161.3
Integrated E&P and Refining	4	54	---	121.0	---	---	136.3	---	---	144.4	---
Pipeline	5	11	100.3	106.0	114.0	107.6	118.1	131.1	107.8	124.5	132.7
Utility	9	53	99.8	111.3	130.0	107.7	123.0	138.1	104.9	123.0	144.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : ASC – Supply Chain and Logistics  
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	287	130.8	148.3	158.9	145.0	179.3	188.6	150.9	185.6	201.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt-Multi	25	99	130.7	150.0	173.5	146.9	180.4	202.8	157.1	192.7	215.9
ASC020 Materials Mgmt	12	21	115.3	144.7	162.7	130.2	168.9	189.1	125.7	176.9	217.3
ASC030 Logistics	8	23	139.1	144.6	166.4	161.7	175.0	200.6	167.2	191.2	226.7
ASC040 Warehousing	8	11	127.1	137.3	169.5	149.0	161.3	179.3	150.2	170.5	208.2
ASC050 Transportation	4	4	---	141.2	---	---	161.6	---	---	153.9	---
ASC060 Purchasing-Multi	28	88	126.2	150.6	163.6	146.7	177.6	196.6	143.1	186.1	208.6
ASC090 Tech Purchasing	5	15	133.6	145.0	167.5	152.1	174.0	186.8	155.1	180.0	194.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	5	11	128.2	135.9	152.7	147.4	174.9	196.3	140.6	166.8	188.3
\$500 – \$999.9 million	5	10	111.4	125.4	139.4	116.3	144.2	159.9	118.2	126.4	160.5
\$1.0 – \$1.9 billion	6	21	114.7	136.5	157.3	127.2	148.0	188.8	124.6	164.4	198.1
\$2.0 – \$4.9 billion	12	64	121.7	149.7	163.9	143.3	179.4	199.4	160.3	189.2	208.9
\$5.0 – \$9.9 billion	4	43	---	154.2	---	---	182.1	---	---	208.5	---
Greater than \$10.0 billion	7	135	154.1	154.5	161.4	180.1	187.3	193.0	180.1	201.0	209.1

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	43	146.0	159.8	176.4	179.9	192.5	209.5	186.7	205.8	222.7
Integrated E&P and Refining	5	113	154.2	154.5	168.2	182.9	187.3	190.8	180.6	201.0	211.8

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Pipeline	5	49	136.5	151.4	160.5	148.2	178.0	192.6	152.7	185.6	195.6
Utility	12	51	120.6	129.6	146.9	132.3	152.3	172.6	123.0	153.8	181.9

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

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	32	128	165.2	184.8	201.7	199.0	233.2	254.8	199.5	243.2	266.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt–Multi	23	62	179.2	189.3	209.4	213.7	235.5	265.9	220.8	253.3	277.0
ASC050 Transportation	4	7	---	188.4	---	---	---	---	---	228.5	---
ASC060 Purchasing–Multi	13	39	161.2	187.7	196.0	181.6	230.9	250.0	175.6	241.4	254.1

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	5	7	149.4	180.8	201.9	169.2	217.0	252.4	168.2	208.8	264.7
\$2.0 – \$4.9 billion	11	41	139.9	182.2	196.0	162.5	233.2	254.8	166.6	250.7	268.7
Greater than \$10.0 billion	8	63	182.1	190.4	204.8	224.3	238.6	257.9	228.5	246.0	254.3

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	171.7	201.9	216.2	205.5	245.1	275.8	214.5	241.3	280.1
Integrated E&P and Refining	5	47	183.9	203.6	228.3	229.1	251.5	262.3	241.9	251.5	277.6
Utility	9	27	155.7	173.0	194.1	187.0	203.8	247.1	166.7	213.4	268.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	14	26	185.6	214.2	241.0	240.9	281.0	323.1	255.1	288.6	342.5

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt-Multi	11	20	183.5	210.8	240.0	236.6	265.2	312.0	248.4	293.8	354.1

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	5	11	214.2	225.3	261.8	---	307.2	---	274.6	295.9	361.2

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)	6	6	185.2	230.2	241.0	271.1	312.0	323.1	255.1	295.5	358.6

All values in Canadian Dollar

Effective date April 01, 2015

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All monetary values in thousands

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	29	219	65.2	70.0	78.7	70.0	77.1	82.5	70.7	79.2	91.0

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt-Multi	11	68	65.5	68.7	73.0	69.8	76.6	82.0	72.0	75.4	102.3
ASC020 Materials Mgmt	8	22	68.6	71.8	90.1	69.6	78.8	95.3	69.6	77.0	107.5
ASC030 Logistics	8	21	74.9	77.9	83.0	80.2	83.5	87.1	80.1	83.5	94.2
ASC040 Warehousing	4	4	---	80.5	---	---	84.6	---	---	90.6	---
ASC060 Purchasing-Multi	19	88	61.2	69.0	71.5	66.6	74.0	79.5	67.5	73.5	80.0
ASC090 Tech Purchasing	5	11	61.9	68.5	73.9	68.5	74.0	80.3	69.1	76.9	83.4

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	10	66	57.5	69.4	83.7	63.0	71.4	89.3	65.8	80.1	97.9
\$5.0 – \$9.9 billion	4	28	---	69.7	---	---	76.6	---	---	78.5	---
Greater than \$10.0 billion	8	108	67.5	69.8	77.5	76.2	78.8	82.5	75.0	78.1	90.5

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	26	65.4	71.1	76.3	72.0	76.4	82.4	72.0	81.2	94.6
Integrated E&P and Refining	5	80	69.0	71.8	79.8	78.3	79.1	87.2	77.5	80.0	95.3
Utility	5	20	61.4	79.7	97.1	64.3	79.7	97.1	64.2	79.7	97.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	36	634	76.0	82.9	86.6	83.5	88.9	97.7	84.3	90.9	99.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt–Multi	16	149	77.4	83.7	92.1	89.2	93.4	96.8	90.0	94.2	106.1
ASC020 Materials Mgmt	11	77	72.1	82.9	94.0	76.2	91.2	100.6	73.5	92.4	104.7
ASC030 Logistics	9	70	84.0	85.5	98.2	92.4	97.9	100.0	95.0	99.7	114.2
ASC040 Warehousing	5	12	76.5	81.7	87.6	80.6	88.7	93.8	81.2	88.7	97.2
ASC050 Transportation	5	10	80.7	83.6	96.6	---	94.7	---	90.9	107.6	111.5
ASC060 Purchasing–Multi	31	269	76.0	81.7	86.6	84.5	89.2	97.3	84.9	90.1	100.7
ASC090 Tech Purchasing	6	29	66.0	82.8	87.9	71.1	90.8	96.8	71.1	90.7	103.0

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	5	9	74.8	84.3	86.1	85.0	87.5	96.5	84.8	89.7	98.5
\$1.0 – \$1.9 billion	5	50	66.8	76.9	84.8	70.7	84.5	91.1	70.6	85.5	93.9
\$2.0 – \$4.9 billion	12	115	70.7	80.5	94.0	76.5	87.4	100.4	81.2	96.7	112.1
\$5.0 – \$9.9 billion	4	54	---	79.1	---	---	88.2	---	---	92.3	---
Greater than \$10.0 billion	8	397	81.0	84.6	91.9	92.6	97.7	98.8	89.2	96.5	107.8

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	115	72.9	80.2	91.9	84.5	90.7	100.1	86.5	97.0	104.6
Integrated E&P and Refining	5	316	84.3	85.1	96.5	96.1	97.9	102.7	95.1	100.8	113.2
Pipeline	4	60	---	77.0	---	---	84.6	---	---	85.0	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

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	68	74.9	82.6	86.6	79.5	85.3	88.9	79.4	85.4	89.9
Chemical	4	32	---	85.8	---	---	94.6	---	---	96.6	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
39	653	93.6	100.3	105.4	102.2	113.3	119.7	102.4	112.9	124.6

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt–Multi	21	136	94.2	101.3	114.4	108.2	115.6	128.5	104.1	119.8	129.6
ASC020 Materials Mgmt	13	41	97.8	100.0	112.7	106.0	113.4	120.8	106.2	117.1	125.1
ASC030 Logistics	12	93	92.6	102.4	111.4	97.3	118.1	126.5	100.5	123.7	131.6
ASC040 Warehousing	5	11	87.8	96.7	110.6	97.5	108.8	117.9	102.5	124.0	139.9
ASC050 Transportation	8	13	82.4	97.4	99.0	84.5	108.4	113.7	92.0	108.0	111.3
ASC060 Purchasing–Multi	35	297	94.3	99.7	105.7	102.2	109.9	124.7	102.3	112.0	127.0
ASC090 Tech Purchasing	8	43	101.6	104.2	115.5	105.1	120.4	129.5	105.9	125.2	133.5

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	18	---	98.0	---	---	113.7	---	---	110.1	---
\$1.0 – \$1.9 billion	7	34	93.5	101.3	106.7	98.2	113.4	118.1	93.5	111.8	123.4
\$2.0 – \$4.9 billion	13	195	92.8	100.8	107.8	98.1	111.4	119.4	100.0	113.7	124.6
\$5.0 – \$9.9 billion	4	86	---	98.0	---	---	111.7	---	---	117.3	---
Greater than \$10.0 billion	10	297	95.3	101.2	114.4	105.5	115.4	127.0	103.0	119.6	131.7

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)	14	141	94.4	99.2	107.5	108.3	114.7	126.2	106.0	119.8	123.5
Integrated E&P and Refining	5	169	98.4	102.2	118.2	112.7	122.6	126.5	116.1	126.3	134.6
Pipeline	4	86	---	92.6	---	---	101.8	---	---	103.5	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



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	193	93.6	99.8	103.8	97.9	102.8	113.6	93.6	102.3	116.0

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

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



Function : ASC – Supply Chain and Logistics  
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
	35	538	113.2	120.8	131.5	131.0	138.3	150.8	129.8	142.8	157.8

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt-Multi	19	130	117.8	124.3	141.4	133.2	142.7	161.6	133.3	147.4	175.0
ASC020 Materials Mgmt	10	30	118.7	133.2	151.0	140.7	151.6	167.2	138.5	151.5	187.7
ASC030 Logistics	10	36	120.9	126.0	142.9	135.8	144.2	165.3	136.0	152.7	164.0
ASC040 Warehousing	7	12	113.3	120.3	124.8	134.0	139.1	144.9	138.8	148.7	156.0
ASC050 Transportation	5	11	117.5	132.5	141.4	---	156.0	---	130.0	157.1	180.6
ASC060 Purchasing-Multi	28	245	113.4	120.1	129.4	127.7	138.0	150.0	127.5	142.2	158.6
ASC090 Tech Purchasing	6	46	108.2	130.8	141.8	121.4	151.6	156.7	124.7	155.1	161.3

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	7	---	119.0	---	---	135.7	---	---	133.8	---
\$1.0 – \$1.9 billion	4	34	---	120.8	---	---	138.4	---	---	138.0	---
\$2.0 – \$4.9 billion	13	109	97.1	116.6	128.1	111.1	132.4	146.7	114.7	137.0	154.8
\$5.0 – \$9.9 billion	4	84	---	120.3	---	---	140.1	---	---	150.9	---
Greater than \$10.0 billion	9	298	116.1	127.4	140.8	132.5	149.6	163.0	129.8	149.8	164.8

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	164	117.3	121.9	137.5	132.1	142.5	157.3	131.4	143.4	163.9
Integrated E&P and Refining	5	199	124.8	128.1	144.5	148.1	150.2	160.1	147.5	156.3	173.3
Pipeline	5	66	114.0	119.8	122.2	131.1	135.7	139.5	131.1	135.1	143.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



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	63	102.1	111.1	116.7	107.4	124.2	135.0	107.4	123.0	137.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	22	102	142.1	155.3	162.3	167.5	183.1	192.6	164.5	183.5	199.5

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt–Multi	8	22	146.8	159.0	172.1	174.9	191.6	211.3	177.1	191.9	234.5
ASC060 Purchasing–Multi	12	46	141.8	151.8	160.4	169.9	181.2	189.9	167.0	182.9	195.9
ASC090 Tech Purchasing	4	16	---	159.7	---	---	184.3	---	---	182.7	---

### 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	7	18	111.4	143.4	155.7	134.8	172.1	192.1	144.3	176.7	199.4
Greater than \$10.0 billion	7	68	144.3	156.6	166.4	169.5	190.0	196.8	161.7	179.7	199.9

### 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	35	146.4	157.4	175.9	175.4	188.1	201.3	164.9	187.3	200.3
Integrated E&P and Refining	5	47	155.5	160.1	169.8	180.5	192.1	200.5	176.4	198.5	215.2

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : ASC – Supply Chain and Logistics  
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
	6	64	61.2	66.9	68.6	64.8	70.5	73.6	67.6	71.1	79.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC040 Warehousing	6	59	63.2	66.9	68.9	66.2	70.9	73.6	68.7	72.8	79.7

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	15	206	66.2	74.4	78.8	66.8	80.4	87.1	68.8	83.4	88.7

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC020 Materials Mgmt	5	63	62.7	65.7	76.8	63.3	67.2	82.0	64.1	73.6	91.3
ASC040 Warehousing	9	86	71.5	77.9	81.5	78.4	85.5	91.2	83.0	85.7	105.3
ASC060 Purchasing-Multi	4	28	---	72.7	---	---	79.2	---	---	81.4	---

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	6	107	68.1	78.0	79.3	73.1	84.8	87.1	79.4	83.7	89.8

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	4	129	---	64.2	---	---	65.5	---	---	65.6	---

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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



Function : ASC – Supply Chain and Logistics  
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
	16	121	75.6	84.7	101.7	78.8	100.6	111.5	79.6	100.5	119.1

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC020 Materials Mgmt	4	25	---	104.2	---	---	110.4	---	---	124.3	---
ASC040 Warehousing	8	60	75.2	82.3	99.3	75.1	100.6	114.2	76.9	96.3	122.6
ASC060 Purchasing-Multi	6	11	76.7	84.9	94.2	82.2	85.7	102.7	82.1	84.9	104.2

**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	15	---	104.9	---	---	111.0	---	---	117.6	---
Greater than \$10.0 billion	4	25	---	84.7	---	---	---	---	---	102.6	---

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All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada  
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August 2015  
TOTAL SAMPLE

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	9	79	93.5	104.7	118.7	109.9	115.9	131.7	113.6	125.8	136.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC030 Logistics	4	8	---	98.0	---	---	114.3	---	---	120.5	---
ASC040 Warehousing	8	43	95.3	113.3	122.6	112.6	123.2	134.9	118.0	127.2	146.8

### 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	38	---	99.6	---	---	116.5	---	---	125.9	---

### 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	4	38	---	99.6	---	---	116.5	---	---	125.9	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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2015 Energy Services MMPS Compensation Survey – Canada  
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TOTAL SAMPLE

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
7	47	44.0	53.4	76.5	42.5	65.7	82.8	44.0	53.4	83.5

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC060 Purchasing-Multi	4	19	---	63.7	---	---	---	---	---	65.9	---

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

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



Function : ASC – Supply Chain and Logistics  
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
	18	342	53.1	63.5	75.0	56.5	65.6	81.4	58.1	67.8	87.1

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt–Multi	4	31	---	63.0	---	---	66.0	---	---	64.2	---
ASC020 Materials Mgmt	5	9	50.6	61.8	75.3	50.6	63.4	80.7	50.6	63.4	93.0
ASC040 Warehousing	5	219	57.4	71.2	80.1	60.6	76.2	87.2	60.8	74.8	90.0
ASC060 Purchasing–Multi	8	67	53.7	71.0	81.6	58.5	73.3	88.5	62.0	78.2	86.8

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	59	48.8	51.7	78.0	48.8	56.8	80.1	48.9	59.1	80.3

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	12	---	61.4	---	---	66.5	---	---	66.9	---
Utility	6	264	52.2	62.5	76.8	53.8	64.7	76.8	53.9	64.8	76.8

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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



Function : ASC – Supply Chain and Logistics  
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
	17	129	63.9	73.0	90.0	68.4	78.8	94.0	70.5	80.5	95.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt-Multi	4	18	---	63.8	---	---	69.3	---	---	72.2	---
ASC020 Materials Mgmt	5	19	56.1	76.3	88.7	57.9	76.3	96.2	57.2	76.3	112.0
ASC040 Warehousing	4	31	---	72.7	---	---	76.0	---	---	76.5	---
ASC060 Purchasing-Multi	7	14	61.0	67.9	77.6	64.2	74.7	85.3	64.2	79.1	85.3

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	62	---	77.3	---	---	81.3	---	---	82.8	---
\$2.0 – \$4.9 billion	4	9	---	74.8	---	---	81.1	---	---	84.3	---

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	12	---	82.3	---	---	82.3	---	---	82.3	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : ASC – Supply Chain and Logistics  
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
	10	28	79.1	91.6	111.0	85.0	102.3	114.2	93.0	101.5	125.2

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC000 Supply Chain Mgmt-Multi	4	7	---	83.5	---	---	92.9	---	---	96.3	---

### 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	13	---	87.8	---	---	100.0	---	---	100.8	---

### 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	13	---	87.8	---	---	100.0	---	---	100.8	---

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

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



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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	9	111	65.5	72.2	75.0	65.7	77.9	80.4	68.0	77.6	83.6

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC040 Warehousing	8	72	64.5	71.4	77.5	64.7	78.2	81.7	67.7	75.0	81.6

### 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	4	29	---	67.7	---	---	72.1	---	---	74.5	---

### Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Utility	5	81	52.9	68.5	75.8	---	73.0	---	53.3	70.5	79.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

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

### Total Sample

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
	7	66	66.9	81.6	88.1	66.2	86.1	90.9	71.1	86.1	88.1

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
ASC040 Warehousing	7	63	66.9	81.6	90.4	66.2	87.1	92.7	71.1	87.0	90.4

### 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	47	---	83.8	---	---	---	---	---	85.3	---

All values in Canadian Dollar  
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All monetary values in thousands

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



Function : AZE – Engineering  
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	218	126.9	139.0	145.9	134.4	157.5	176.6	135.4	164.6	184.4

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng-Multi	12	78	109.7	137.7	145.7	121.1	158.9	177.5	126.3	161.3	181.6
AZE030 QA Eng	4	5	---	150.5	---	---	---	---	---	160.8	---
AZE060 Process Eng	8	13	126.6	142.8	164.7	145.4	167.0	194.4	146.3	174.9	203.5
AZE110 Mechanical Eng	8	15	130.9	143.0	167.3	136.0	161.9	180.4	137.2	163.7	223.8
AZE130 Comp Cntrl Sys Electrs Eng	6	7	115.7	129.0	147.9	126.5	142.4	163.1	132.0	138.7	157.5
AZE170 Structural/Facilities Engineering	6	7	121.9	132.9	145.3	132.2	142.9	163.1	126.4	165.1	183.6

**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	8	107	128.1	139.2	145.5	132.7	165.7	177.8	132.7	172.2	182.0
Greater than \$10.0 billion	7	41	112.4	134.6	143.6	124.4	141.8	161.8	131.8	147.6	201.8

**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	38	142.9	155.3	175.6	---	180.2	---	181.1	202.3	205.3
Utility	8	120	113.1	127.7	138.3	123.1	135.2	162.6	127.2	135.8	167.2

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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

TOWERS WATSON 

Function : AZE – Engineering  
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	971	146.7	164.3	183.5	162.7	196.7	226.7	177.3	205.7	238.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng-Multi	28	207	149.9	166.2	187.8	168.3	199.4	228.8	168.6	210.7	260.9
AZE010 Chem Eng	5	16	148.3	160.0	178.7	165.9	191.8	199.7	160.4	189.3	230.0
AZE020 Petroleum Engineering	8	36	157.4	180.8	201.5	195.3	230.9	256.7	196.2	244.4	292.9
AZE030 QA Eng	8	16	163.8	172.8	197.6	196.6	215.9	244.9	198.4	241.4	264.6
AZE040 Civil Engineering	9	15	150.8	177.1	184.2	165.6	200.2	226.6	160.1	217.3	261.7
AZE050 Electrical Equip Eng	13	49	142.0	159.9	196.8	159.4	191.9	244.9	157.1	206.6	270.5
AZE060 Process Eng	16	51	165.4	178.9	195.6	191.0	211.3	249.0	192.4	234.4	262.9
AZE100 Sustaining Eng	5	9	149.1	163.5	179.3	156.4	192.0	224.1	150.8	204.1	246.1
AZE110 Mechanical Eng	18	47	164.5	170.9	182.9	182.3	201.0	219.5	181.9	217.9	241.3
AZE120 Environmental Eng	9	21	141.9	163.9	177.8	162.1	181.8	216.6	167.6	198.9	252.4
AZE130 Comp Cntrl Sys Electrs Eng	8	16	152.2	165.7	175.5	174.8	187.8	201.2	176.6	200.5	217.4
AZE160 Safety Engineering	6	9	137.6	160.9	190.0	145.9	193.1	237.0	137.6	212.1	261.8
AZE170 Structural/Facilities Engineering	13	50	155.8	184.9	199.8	182.1	225.4	249.0	196.8	248.5	282.7
AZE526 Reservoir Engineering	12	50	178.7	189.3	208.8	205.3	233.8	264.9	204.0	260.2	303.5
AZE528 Pipeline Engineering	6	92	147.4	170.6	183.7	177.0	204.7	222.6	193.5	217.4	277.7
AZE533 Electric Grid Ops Eng	4	13	---	160.7	---	---	181.1	---	---	181.4	---
AZE540 Elec Trans Assets Plng/Ops Eng	6	34	137.9	150.5	164.2	149.5	161.9	203.1	145.0	170.5	213.3
AZE579 Major Const Eng-Multi	9	27	165.3	190.1	199.9	186.8	212.5	247.7	195.2	232.0	286.2
AZE590 Drilling Engineering	8	30	174.9	191.9	217.2	197.1	240.1	271.4	211.1	256.5	286.6
AZE593 Oil Sands Mining Engineering	4	12	---	175.7	---	---	216.5	---	---	235.3	---
AZE999 Eng-No Disc	5	70	144.3	169.6	184.5	169.8	199.0	203.7	169.3	199.0	211.5

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



### Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	8	32	146.0	162.9	174.5	153.2	192.4	227.8	153.9	192.7	215.7
\$500 – \$999.9 million	4	49	---	153.0	---	---	169.6	---	---	167.8	---
\$1.0 – \$1.9 billion	7	105	136.6	177.1	186.7	147.5	212.6	228.0	155.3	220.4	237.3
\$2.0 – \$4.9 billion	13	240	124.1	158.8	197.1	148.8	203.4	254.7	164.8	209.0	264.7
\$5.0 – \$9.9 billion	4	187	---	180.5	---	---	223.5	---	---	250.4	---
Greater than \$10.0 billion	9	342	155.6	163.9	182.8	182.5	192.4	216.3	185.1	205.1	237.5

### 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)	13	217	166.0	186.7	198.7	197.6	221.6	250.9	205.8	233.0	275.9
Integrated E&P and Refining	5	186	160.3	178.3	182.7	186.3	196.1	224.8	188.8	206.9	252.9
Pipeline	6	222	159.1	166.0	179.6	190.2	198.4	215.5	184.3	203.5	215.4
Utility	13	257	132.6	149.4	162.0	147.8	171.4	192.0	146.7	176.6	200.8

All values in Canadian Dollar

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

TOWERS WATSON 

Function : AZE – Engineering  
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
42	556	167.5	196.5	223.5	198.6	248.8	284.1	207.2	261.0	300.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng–Multi	33	181	174.1	210.3	227.0	197.8	253.0	283.8	205.9	271.4	312.8
AZE020 Petroleum Engineering	9	76	188.3	206.6	235.7	231.2	269.6	290.1	246.6	261.8	312.8
AZE030 QA Eng	8	13	178.6	189.8	205.6	212.2	226.1	243.8	230.2	235.5	258.0
AZE050 Electrical Equip Eng	5	15	151.0	182.1	220.8	169.4	206.4	252.5	158.9	182.1	285.3
AZE060 Process Eng	6	14	187.1	200.3	207.4	225.2	257.5	266.1	219.6	249.9	289.8
AZE100 Sustaining Eng	4	5	---	197.1	---	---	246.3	---	---	264.0	---
AZE110 Mechanical Eng	6	11	192.5	206.3	220.6	228.5	257.0	272.3	231.4	264.2	290.9
AZE120 Environmental Eng	4	9	---	183.3	---	---	224.2	---	---	244.8	---
AZE170 Structural/Facilities Engineering	12	32	200.4	216.1	226.2	262.3	273.8	296.0	257.3	292.2	320.3
AZE526 Reservoir Engineering	11	43	214.7	220.0	249.0	269.6	281.0	317.9	286.0	297.7	320.6
AZE540 Elec Trans Assets PIng/Ops Eng	4	10	---	177.9	---	---	198.4	---	---	228.7	---
AZE579 Major Const Eng–Multi	8	25	182.2	206.5	226.9	217.4	259.1	263.7	208.7	256.4	273.7
AZE590 Drilling Engineering	9	29	220.9	225.0	238.3	254.3	281.3	303.6	261.8	322.4	343.3

Company Revenue Range

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	5	19	169.3	179.4	211.4	207.5	215.3	286.9	185.9	229.3	281.5
\$500 – \$999.9 million	4	12	---	177.9	---	---	208.1	---	---	203.1	---
\$1.0 – \$1.9 billion	9	57	161.2	211.5	236.4	180.2	274.9	321.7	202.4	280.5	316.6
\$2.0 – \$4.9 billion	13	144	140.1	191.5	232.4	164.6	239.1	300.2	164.5	252.5	336.6
\$5.0 – \$9.9 billion	4	61	---	223.3	---	---	279.1	---	---	320.5	---
Greater than \$10.0 billion	8	258	193.7	211.1	218.6	236.3	259.6	268.7	246.3	255.9	284.0

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands

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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)	14	194	206.6	226.3	243.2	253.9	287.3	327.8	250.7	302.4	353.3
Integrated E&P and Refining	5	145	200.8	212.9	236.5	244.4	266.4	277.6	248.9	259.8	307.6
Pipeline	5	63	184.9	195.5	216.5	226.0	244.4	270.7	223.1	263.2	276.1
Utility	14	123	153.2	171.9	187.7	164.3	212.4	237.8	164.4	220.5	255.0

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : AZE – Engineering  
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
22	133	202.7	230.4	255.6	242.9	317.4	343.5	254.9	314.8	368.8

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng-Multi	16	63	189.0	230.2	253.4	230.3	299.3	336.5	225.1	316.3	368.7
AZE170 Structural/Facilities Engineering	4	6	---	244.0	---	---	335.0	---	---	358.5	---
AZE526 Reservoir Engineering	6	8	242.6	247.5	256.0	320.2	334.1	355.4	323.4	361.7	401.7
AZE590 Drilling Engineering	5	7	236.0	266.5	274.6	313.2	347.2	390.2	334.8	378.8	416.8

**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	5	17	186.6	246.0	251.9	213.1	335.1	363.9	237.9	350.8	361.7
\$2.0 – \$4.9 billion	5	15	162.3	238.9	267.0	181.9	322.5	354.0	185.5	345.5	406.5
Greater than \$10.0 billion	4	59	---	249.9	---	---	---	---	---	323.8	---

**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)	10	37	238.0	255.0	262.7	336.6	344.4	366.7	319.3	361.7	403.8
Utility	6	18	170.6	186.6	210.2	197.2	218.0	255.9	184.9	212.1	281.4

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : AZE – Engineering  
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
45	1461	74.4	81.2	85.4	78.0	90.0	96.1	79.2	89.6	98.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng-Multi	29	603	73.0	80.0	83.9	75.1	90.7	93.9	75.6	90.3	97.5
AZE010 Chem Eng	5	20	87.8	94.8	97.6	92.9	102.4	108.9	92.1	104.0	131.1
AZE020 Petroleum Engineering	12	121	81.3	84.2	86.4	93.1	94.5	99.7	92.6	95.1	103.9
AZE030 QA Eng	4	16	---	81.8	---	---	---	---	---	89.1	---
AZE040 Civil Engineering	9	23	72.4	82.7	91.6	72.4	91.4	100.3	72.4	89.2	122.1
AZE050 Electrical Equip Eng	16	89	76.0	79.4	87.6	77.9	88.9	96.5	78.0	88.1	101.6
AZE060 Process Eng	10	53	79.5	81.4	86.0	82.7	92.5	96.7	85.2	96.2	105.7
AZE110 Mechanical Eng	18	63	79.9	82.0	90.7	84.2	90.9	98.1	81.1	92.5	103.6
AZE130 Comp Cntrl Sys Electrs Eng	8	19	65.6	73.2	80.7	71.8	76.4	89.7	72.0	76.1	90.1
AZE170 Structural/Facilities Engineering	11	33	80.9	85.1	89.3	89.1	90.8	97.0	89.7	94.4	104.0
AZE526 Reservoir Engineering	11	39	79.6	82.4	86.8	90.6	93.5	96.4	89.0	93.1	99.0
AZE528 Pipeline Engineering	7	82	70.2	81.0	82.4	73.4	85.1	94.1	75.5	83.5	92.4
AZE540 Elec Trans Assets Plng/Ops Eng	5	33	69.2	76.9	83.3	73.7	84.6	94.0	74.2	85.4	94.1
AZE543 Electric Distribution Eng	5	9	67.0	73.7	79.8	71.5	76.7	88.2	70.6	82.2	87.3
AZE579 Major Const Eng-Multi	8	30	76.5	80.6	89.8	81.7	89.6	99.2	79.6	89.9	100.0
AZE590 Drilling Engineering	9	50	81.9	85.4	91.7	91.5	94.7	101.8	90.4	92.8	105.2
AZE593 Oil Sands Mining Engineering	4	36	---	85.8	---	---	---	---	---	111.5	---
AZE999 Eng-No Disc	6	89	69.5	78.8	86.0	77.1	88.8	91.5	70.4	86.3	92.3

Company Revenue Range

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

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

**Company 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	30	---	81.6	---	---	85.1	---	---	85.1	---
\$500 – \$999.9 million	5	48	71.8	76.9	78.1	73.6	78.2	83.2	75.5	78.3	83.6
\$1.0 – \$1.9 billion	9	125	69.4	78.7	86.3	73.0	86.8	97.9	73.9	87.0	98.5
\$2.0 – \$4.9 billion	12	577	72.3	81.1	84.5	74.9	89.8	97.2	75.5	92.0	103.7
\$5.0 – \$9.9 billion	4	186	---	84.1	---	---	93.7	---	---	95.2	---
Greater than \$10.0 billion	10	475	78.0	82.6	88.3	84.9	91.9	96.4	83.3	91.7	100.7

**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)	12	232	81.4	85.2	86.9	93.3	95.0	97.9	91.4	94.4	102.3
Integrated E&P and Refining	5	256	81.8	83.9	94.9	91.1	93.7	105.4	90.8	99.3	115.9
Pipeline	5	174	71.9	76.1	79.5	76.7	79.5	86.7	77.9	80.0	87.4
Utility	16	658	69.6	77.4	82.7	70.6	79.9	89.5	71.1	83.4	86.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : AZE – Engineering  
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
46	1856	85.9	91.8	94.8	91.9	101.9	107.2	94.0	102.9	112.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng–Multi	35	487	87.5	91.2	95.0	88.8	102.3	107.1	91.4	102.2	115.9
AZE010 Chem Eng	6	30	88.3	93.3	99.7	90.3	100.7	112.8	89.7	101.9	126.6
AZE020 Petroleum Engineering	13	141	92.5	94.6	98.0	105.3	107.8	111.4	104.7	115.9	125.9
AZE030 QA Eng	7	23	69.8	92.8	98.5	68.8	99.6	103.5	69.8	102.0	106.3
AZE040 Civil Engineering	10	52	80.6	92.5	96.5	83.4	97.8	106.2	86.5	96.9	131.6
AZE050 Electrical Equip Eng	16	115	87.9	90.5	96.5	96.3	99.9	105.1	96.4	102.2	116.9
AZE060 Process Eng	15	126	89.1	92.7	96.7	97.7	103.7	108.3	97.5	108.7	115.3
AZE100 Sustaining Eng	5	31	89.1	94.5	97.0	96.5	100.7	107.8	98.9	104.8	132.3
AZE110 Mechanical Eng	18	139	87.7	92.7	94.7	94.5	101.1	105.6	94.2	102.6	113.9
AZE120 Environmental Eng	6	28	90.0	95.4	96.0	97.2	103.0	109.3	97.5	109.6	113.9
AZE130 Comp Cntrl Sys Electrs Eng	12	40	86.0	91.7	95.6	89.5	101.4	106.6	89.5	102.2	113.8
AZE160 Safety Engineering	5	6	86.5	92.1	107.1	98.4	105.3	121.8	102.5	111.8	136.4
AZE170 Structural/Facilities Engineering	12	80	94.7	95.6	103.4	103.8	107.0	118.3	105.2	113.9	124.3
AZE526 Reservoir Engineering	15	117	87.0	93.6	100.2	101.9	108.4	113.8	99.5	112.7	121.0
AZE528 Pipeline Engineering	9	152	84.7	89.4	96.9	92.0	97.0	102.9	95.3	102.8	107.3
AZE533 Electric Grid Ops Eng	5	8	79.1	88.3	111.9	84.2	97.2	126.0	86.3	98.4	146.0
AZE540 Elec Trans Assets Plng/Ops Eng	6	31	77.6	89.3	98.5	80.1	99.5	106.3	78.3	100.1	106.6
AZE543 Electric Distribution Eng	4	12	---	86.7	---	---	91.7	---	---	92.7	---
AZE579 Major Const Eng–Multi	9	53	89.0	93.9	98.0	92.7	100.9	106.1	94.5	104.3	111.2
AZE590 Drilling Engineering	16	90	92.3	94.6	96.9	104.7	106.9	111.2	103.9	108.9	117.1
AZE593 Oil Sands Mining Engineering	6	45	91.8	92.3	96.8	98.5	105.9	107.7	99.7	118.9	138.9

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE999 Eng-No Disc	4	16	---	92.7	---	---	103.5	---	---	103.7	---

**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	6	59	85.6	88.1	94.2	88.2	94.6	104.1	88.3	95.5	104.3
\$500 – \$999.9 million	4	132	---	86.8	---	---	96.4	---	---	97.2	---
\$1.0 – \$1.9 billion	9	166	82.3	90.1	100.0	85.4	102.1	111.2	89.2	102.6	114.7
\$2.0 – \$4.9 billion	13	263	77.5	92.6	94.4	84.6	105.0	107.7	86.9	106.4	119.4
\$5.0 – \$9.9 billion	4	240	---	92.6	---	---	105.1	---	---	109.8	---
Greater than \$10.0 billion	10	973	89.4	93.3	95.0	93.5	105.1	108.4	94.9	105.3	124.2

**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	296	90.6	93.0	97.2	102.5	105.4	110.7	101.6	106.4	124.0
Integrated E&P and Refining	5	649	92.2	93.6	95.1	100.2	105.1	108.4	99.2	113.4	124.2
Pipeline	5	312	83.6	85.9	88.2	89.6	92.0	97.6	90.8	94.0	99.7
Utility	14	388	79.7	87.2	94.2	85.3	95.8	101.6	84.8	97.6	103.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



Function : AZE – Engineering  
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
52	4286	98.6	108.9	116.0	108.3	122.6	132.1	110.9	124.4	140.9

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng–Multi	32	1186	96.3	107.6	113.2	104.3	121.3	128.1	105.3	122.2	135.4
AZE010 Chem Eng	8	65	101.8	109.6	123.0	113.3	117.7	135.6	108.5	121.4	146.4
AZE020 Petroleum Engineering	15	164	107.5	112.3	120.0	122.0	127.9	147.3	123.0	137.6	150.6
AZE030 QA Eng	11	70	98.3	103.0	115.0	99.8	115.7	126.8	102.5	118.1	130.1
AZE040 Civil Engineering	10	656	95.9	108.5	116.9	102.3	117.5	125.2	103.0	118.0	151.9
AZE050 Electrical Equip Eng	18	257	102.6	109.2	112.5	114.6	119.4	131.1	116.3	130.8	140.9
AZE060 Process Eng	23	199	110.4	113.1	116.6	121.2	127.5	132.1	124.0	132.7	146.9
AZE100 Sustaining Eng	6	25	104.4	108.5	117.0	116.1	118.3	135.6	116.2	129.6	155.3
AZE110 Mechanical Eng	25	196	103.7	108.5	114.1	113.2	120.3	125.7	112.4	122.8	140.3
AZE120 Environmental Eng	16	73	95.5	106.4	113.4	96.6	120.4	129.3	106.3	123.0	133.9
AZE130 Comp Cntrl Sys Electrs Eng	21	120	95.9	104.2	121.0	103.0	119.8	136.1	106.2	124.9	139.9
AZE160 Safety Engineering	5	7	104.7	115.6	124.7	---	123.8	---	122.9	125.3	132.5
AZE170 Structural/Facilities Engineering	17	121	104.4	112.2	120.9	118.6	124.4	141.5	122.8	132.1	151.8
AZE526 Reservoir Engineering	16	154	106.8	110.7	117.1	121.6	126.9	140.8	119.4	129.5	150.0
AZE528 Pipeline Engineering	9	182	101.3	104.8	127.0	112.9	120.5	145.8	115.9	124.0	147.9
AZE540 Elec Trans Assets Png/Ops Eng	6	112	94.3	97.1	102.4	98.7	106.5	116.8	97.5	111.7	118.2
AZE543 Electric Distribution Eng	5	20	94.2	102.0	110.7	98.4	112.2	116.7	96.1	112.7	123.9
AZE555 Hydro Gen Eng	5	66	97.8	103.8	109.0	102.2	112.7	116.5	99.8	112.7	117.8
AZE579 Major Const Eng–Multi	11	56	100.3	107.1	111.3	102.1	116.2	123.3	104.3	118.5	127.0
AZE590 Drilling Engineering	17	92	108.2	110.7	117.6	124.6	126.6	134.0	123.1	130.4	139.7
AZE593 Oil Sands Mining Engineering	5	50	107.6	111.0	115.5	---	124.0	---	111.7	148.7	159.2

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

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

TOWERS WATSON 

**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE999 Eng-No Disc	6	14	102.9	114.3	129.2	111.6	120.1	135.3	103.8	121.4	135.0

**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	10	134	98.5	112.5	130.1	108.3	122.9	148.2	108.7	121.0	148.2
\$500 – \$999.9 million	4	93	---	102.5	---	---	110.4	---	---	111.8	---
\$1.0 – \$1.9 billion	10	310	97.1	110.8	118.6	108.2	124.1	132.2	114.8	126.1	137.3
\$2.0 – \$4.9 billion	15	1582	94.6	108.7	117.0	104.0	119.8	130.3	109.1	121.6	138.2
\$5.0 – \$9.9 billion	4	268	---	106.9	---	---	120.2	---	---	131.2	---
Greater than \$10.0 billion	10	1864	104.2	111.3	117.0	114.3	123.1	135.9	117.7	127.1	142.1

**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)	14	495	107.1	111.1	121.9	122.2	126.3	147.4	121.6	130.3	152.9
Integrated E&P and Refining	5	682	107.3	111.3	118.7	122.3	123.1	135.9	121.4	140.6	149.8
Pipeline	6	310	95.9	96.9	109.6	102.2	106.3	124.4	103.8	109.7	125.7
Utility	16	2406	96.3	103.1	111.2	106.7	111.0	120.5	103.3	113.6	123.5
Chemical	5	163	113.2	116.2	133.3	125.3	133.7	149.9	126.0	132.0	171.2
Not Otherwise Classified	4	133	---	114.0	---	---	114.0	---	---	114.5	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : AZE – Engineering  
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
50	3598	125.1	135.2	147.7	137.3	154.8	167.3	141.4	158.9	176.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng–Multi	34	1187	122.7	135.4	149.6	136.2	158.9	171.5	136.9	157.9	179.8
AZE010 Chem Eng	8	60	131.5	151.5	159.1	148.4	167.8	187.1	159.7	175.1	201.1
AZE020 Petroleum Engineering	13	143	130.9	138.7	156.1	155.3	163.7	176.5	165.2	170.7	188.7
AZE030 QA Eng	13	68	121.8	136.8	152.3	133.8	152.1	178.8	126.0	149.5	197.6
AZE040 Civil Engineering	16	67	121.5	133.4	142.1	136.6	151.5	165.0	135.3	151.7	169.4
AZE050 Electrical Equip Eng	23	214	127.8	133.6	144.7	143.0	153.3	165.8	148.3	156.9	184.7
AZE060 Process Eng	22	273	126.5	139.9	153.2	146.5	165.1	175.4	147.1	167.1	181.1
AZE100 Sustaining Eng	8	37	133.2	136.5	154.9	151.0	157.2	174.2	154.7	174.0	181.7
AZE110 Mechanical Eng	26	243	130.1	135.3	143.5	149.3	154.1	167.1	149.8	158.6	184.3
AZE120 Environmental Eng	14	29	125.3	132.1	155.8	144.3	152.4	185.7	145.8	159.7	197.0
AZE130 Comp Cntrl Sys	22	149	118.2	133.3	139.6	129.5	154.3	161.2	129.1	154.8	182.4
Electrs Eng											
AZE160 Safety Engineering	8	18	125.4	139.4	148.6	145.9	161.7	169.5	141.2	172.3	184.1
AZE170 Structural/Facilities Engineering	20	179	133.1	142.1	157.4	157.5	167.7	184.9	157.3	174.5	202.8
AZE526 Reservoir Engineering	19	210	128.9	138.7	150.2	149.7	161.7	184.1	145.8	167.6	200.7
AZE528 Pipeline Engineering	12	232	131.1	141.3	154.6	139.3	164.4	173.0	149.4	162.3	177.0
AZE533 Electric Grid Ops Eng	5	20	123.1	133.3	140.0	133.5	138.1	161.7	128.7	140.2	172.7
AZE540 Elec Trans Assets Png/Ops Eng	6	129	115.6	119.5	130.8	126.2	134.8	146.9	120.5	140.4	149.7
AZE543 Electric Distribution Eng	5	15	112.7	118.1	151.1	120.3	124.8	168.8	117.3	124.2	198.5
AZE555 Hydro Gen Eng	5	15	116.2	120.8	133.3	123.3	136.8	148.0	118.5	136.8	151.2
AZE579 Major Const Eng–Multi	12	112	126.8	137.8	147.7	141.7	153.4	171.9	148.7	153.0	172.9
AZE590 Drilling Engineering	15	85	131.3	142.7	156.7	153.4	168.2	183.1	151.4	172.6	191.3
AZE593 Oil Sands Mining Engineering	6	53	129.5	140.4	155.2	149.8	176.6	193.1	161.9	175.0	202.1

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



**Discipline**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE999 Eng-No Disc	4	6	---	140.0	---	---	157.9	---	---	160.2	---

**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	10	103	133.2	142.3	150.9	141.2	155.8	170.4	138.1	156.9	177.7
\$500 – \$999.9 million	4	158	---	128.7	---	---	137.5	---	---	137.2	---
\$1.0 – \$1.9 billion	9	299	121.2	138.1	155.3	139.9	163.5	166.1	145.9	168.2	175.5
\$2.0 – \$4.9 billion	14	876	101.3	128.1	144.1	126.2	145.2	172.9	130.1	154.9	182.9
\$5.0 – \$9.9 billion	4	429	---	132.2	---	---	154.1	---	---	173.3	---
Greater than \$10.0 billion	10	1697	128.5	137.1	149.8	146.2	159.3	172.4	146.3	159.3	183.8

**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)	14	705	134.0	140.4	161.0	158.0	165.7	193.7	159.5	173.3	207.2
Integrated E&P and Refining	5	1107	131.8	140.1	152.2	155.2	159.3	172.4	153.0	177.2	188.8
Pipeline	6	368	120.8	128.2	139.8	139.0	146.9	158.7	137.8	152.5	158.6
Utility	15	1149	119.7	125.8	132.8	128.3	134.0	152.6	125.8	138.3	152.6
Chemical	4	87	---	147.9	---	---	167.9	---	---	177.3	---
Not Otherwise Classified	4	29	---	151.3	---	---	151.3	---	---	152.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Function : AZE – Engineering  
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
41	1801	151.7	166.3	178.5	172.4	197.3	215.0	176.0	204.3	233.4

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng–Multi	26	435	156.7	167.0	182.2	176.0	199.2	215.5	177.8	208.3	230.1
AZE010 Chem Eng	8	55	165.1	177.7	179.3	192.0	207.6	214.1	205.3	210.0	215.7
AZE020 Petroleum Engineering	11	90	165.9	170.1	192.5	197.4	208.6	241.1	192.5	218.0	268.6
AZE030 QA Eng	11	48	147.0	161.6	165.3	167.8	193.2	202.6	169.0	188.9	203.3
AZE040 Civil Engineering	9	37	163.4	178.7	181.0	183.9	201.6	217.8	180.4	225.5	243.7
AZE050 Electrical Equip Eng	14	74	149.7	163.3	172.9	179.5	190.7	217.0	174.4	200.2	227.5
AZE060 Process Eng	16	138	165.8	177.3	181.3	198.4	208.7	226.3	201.8	226.1	244.2
AZE100 Sustaining Eng	7	32	161.5	166.0	173.2	185.7	200.0	207.8	183.0	197.1	220.4
AZE110 Mechanical Eng	20	165	163.8	167.9	180.3	190.2	200.3	210.8	185.4	209.2	238.0
AZE120 Environmental Eng	8	16	153.9	172.3	186.6	184.7	207.7	218.2	185.1	213.5	235.4
AZE130 Comp Cntrl Sys Electrs Eng	10	48	158.4	164.2	178.1	177.5	196.3	205.9	178.3	202.7	241.5
AZE160 Safety Engineering	6	15	158.1	168.9	180.4	189.2	203.0	221.9	179.1	199.9	246.1
AZE170 Structural/Facilities Engineering	16	120	166.5	173.6	192.1	199.1	210.2	236.7	200.1	214.8	243.4
AZE526 Reservoir Engineering	16	145	166.6	174.4	191.4	203.4	220.4	239.5	205.4	226.0	260.6
AZE528 Pipeline Engineering	9	143	163.7	170.5	192.2	196.4	207.4	224.1	196.3	205.2	232.5
AZE540 Elec Trans Assets Plng/Ops Eng	5	11	131.1	156.4	168.3	154.1	173.9	201.5	162.6	180.2	218.4
AZE579 Major Const Eng–Multi	13	110	157.6	168.2	178.1	184.8	208.8	218.0	178.2	208.1	234.2
AZE590 Drilling Engineering	12	55	171.7	179.1	196.2	204.8	223.0	237.1	206.4	223.9	242.0
AZE593 Oil Sands Mining Engineering	6	43	166.4	170.5	189.9	195.4	204.6	242.0	200.5	224.1	256.6

Company Revenue Range

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

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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



**Company Revenue Range**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
\$200 – \$499.9 million	5	27	151.9	177.1	190.2	178.5	198.4	221.4	166.7	212.1	235.7
\$1.0 – \$1.9 billion	9	113	134.7	167.5	198.2	162.8	201.0	218.6	168.9	199.4	226.5
\$2.0 – \$4.9 billion	11	298	142.1	166.3	177.8	166.0	185.5	223.0	173.4	226.1	239.7
\$5.0 – \$9.9 billion	4	267	---	167.6	---	---	205.2	---	---	216.8	---
Greater than \$10.0 billion	10	1076	156.6	165.7	185.6	175.3	197.1	221.7	176.0	196.1	236.1

**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)	13	483	166.9	177.0	198.6	185.9	214.0	241.4	187.5	218.4	255.4
Integrated E&P and Refining	5	672	165.4	171.7	188.8	195.7	199.8	221.7	194.8	217.8	242.9
Pipeline	6	188	146.6	156.6	174.0	170.5	182.6	206.3	160.2	189.5	245.4
Utility	10	233	131.5	145.3	154.2	140.9	171.2	181.8	132.8	170.9	182.5

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

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

TOWERS WATSON 

Function : AZE – Engineering  
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
	22	480	187.0	200.6	217.5	223.2	241.6	268.2	224.4	251.9	280.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZE000 Eng–Multi	15	97	197.2	201.1	217.8	240.2	253.9	274.1	220.5	260.2	283.8
AZE020 Petroleum Engineering	10	37	188.4	204.5	229.5	230.1	241.4	284.7	225.0	248.2	299.5
AZE030 QA Eng	4	10	---	191.6	---	---	---	---	---	260.4	---
AZE040 Civil Engineering	4	6	---	194.2	---	---	---	---	---	226.4	---
AZE050 Electrical Equip Eng	8	20	177.3	192.3	210.9	208.5	229.9	280.1	210.3	244.4	280.3
AZE060 Process Eng	7	35	191.7	212.5	257.8	236.1	260.8	284.6	225.8	257.6	272.5
AZE100 Sustaining Eng	6	8	188.7	193.5	207.9	233.7	241.3	262.7	234.2	261.3	278.6
AZE110 Mechanical Eng	8	33	188.5	193.2	208.4	226.8	238.8	251.0	228.2	252.9	254.4
AZE130 Comp Cntrl Sys Electrs Eng	5	7	192.1	194.0	205.6	221.6	239.0	245.8	225.0	255.1	281.6
AZE170 Structural/Facilities Engineering	8	35	192.1	201.6	215.5	249.9	253.5	284.7	218.9	269.6	297.0
AZE526 Reservoir Engineering	11	84	198.7	205.0	212.4	248.7	261.2	278.6	250.5	269.2	295.4
AZE579 Major Const Eng–Multi	5	50	188.2	191.5	203.5	---	245.8	---	219.3	255.7	278.1
AZE590 Drilling Engineering	9	21	199.3	211.7	226.0	247.9	263.8	287.4	254.5	260.9	299.9
AZE593 Oil Sands Mining Engineering	4	15	---	193.6	---	---	---	---	---	252.5	---

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	7	86	158.4	179.4	216.3	200.3	220.7	282.7	210.1	249.8	293.6
Greater than \$10.0 billion	6	308	192.6	203.9	236.5	246.8	252.7	279.8	239.2	256.4	289.6

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	216	192.6	206.1	230.4	239.1	254.6	282.7	249.9	252.0	293.3
Integrated E&P and Refining	5	192	197.6	206.0	241.9	247.1	252.7	279.8	250.3	260.8	309.3
Utility	5	31	163.1	184.0	204.6	179.4	211.6	250.3	176.0	210.1	252.3

All values in Canadian Dollar

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Company weighted statistics

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

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade  
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
38	1344	115.9	127.1	141.3	130.0	141.9	154.1	131.5	147.6	175.1

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZT000 Tech Spclty/Skilled Trade–Multi	16	94	120.5	132.9	145.0	134.8	147.1	165.7	136.7	146.8	170.4
AZT010 Equipment Maintenance	16	96	113.3	131.5	148.4	136.9	154.2	167.0	140.3	166.1	189.1
AZT020 Calibration Technical Specialty	4	4	---	121.5	---	---	138.7	---	---	150.0	---
AZT050 Process	4	12	---	122.9	---	---	142.7	---	---	155.3	---
AZT060 Quality Control/Inspection	6	34	116.6	132.5	156.3	122.9	145.2	170.8	130.1	156.1	185.0
AZT080 CAD/CAE Drafting	6	17	104.2	111.4	127.5	106.8	116.0	141.1	110.7	116.8	136.8
AZT090 Production/Operations Laboratory Technical Specialty	10	30	113.5	124.4	142.8	119.5	133.3	167.1	124.8	131.5	174.0
AZT140 Skilled Trade Generalist/Multidis	16	653	116.3	129.1	139.3	126.5	144.8	161.1	127.4	156.2	189.9
AZT150 Electrical Skilled Trade	11	129	117.2	130.5	138.4	122.2	148.6	165.5	117.2	157.1	175.0
AZT170 Mechanical Skilled Trade	13	169	111.7	118.0	143.6	115.6	133.0	160.5	115.6	134.1	165.1
AZT180 Machinery/Mill Skilled Trad	7	12	125.8	134.3	140.0	143.4	146.0	159.9	145.9	157.1	173.0
AZT502 Engineering Technical Specialty	8	12	107.4	126.8	158.5	120.7	129.6	157.4	126.8	130.6	184.4
AZT505 Geo IS (GIS) Technical Specialty	7	11	110.5	112.7	122.2	123.9	130.4	134.8	130.3	135.9	143.5
AZT530 Maintenance Planning – Onshore	4	24	---	127.3	---	---	136.9	---	---	134.3	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

**Company 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	42	119.8	129.6	133.8	131.8	136.4	151.6	129.6	139.5	167.1
\$1.0 – \$1.9 billion	5	78	97.9	120.0	150.0	104.2	139.2	161.3	110.3	137.4	183.3
\$2.0 – \$4.9 billion	10	307	109.9	120.3	134.2	129.5	133.6	152.6	131.0	146.1	181.6
\$5.0 – \$9.9 billion	4	152	---	128.9	---	---	149.0	---	---	169.4	---
Greater than \$10.0 billion	9	724	125.7	140.7	151.2	140.1	150.2	171.6	143.0	162.0	186.2

**Company Industry**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	10	110	113.8	130.1	145.3	133.6	143.4	161.2	141.9	166.3	185.3
Integrated E&P and Refining	5	599	132.5	144.9	152.1	150.8	164.9	174.2	157.2	182.1	198.3
Pipeline	6	35	124.1	125.8	135.2	137.5	144.2	155.5	140.2	149.1	158.1
Utility	10	395	102.5	115.3	120.7	111.1	126.2	131.8	111.1	126.0	136.2
Chemical	4	46	---	130.5	---	---	144.0	---	---	156.4	---

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



Function : AZT – Technical Specialty/Skilled Trade  
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	480	138.9	151.5	162.7	159.8	179.9	195.7	163.8	187.1	216.2

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZT000 Tech Spclty/Skilled Trade-Multi	20	123	138.9	158.4	165.1	161.5	181.8	194.4	167.8	191.2	211.7
AZT010 Equipment Maintenance	11	78	146.6	152.0	160.4	167.9	176.3	194.9	169.7	194.6	213.1
AZT060 Quality Control/Inspection	8	10	134.2	151.5	169.6	144.3	172.8	199.3	141.5	174.5	221.7
AZT090 Production/Operations Laboratory Technical Specialty	6	10	139.6	151.2	175.4	169.4	178.2	191.0	169.2	196.9	221.4
AZT120 Stationary Engineering Technical Specialty	7	17	140.2	146.5	154.0	146.5	171.4	197.1	164.7	171.9	224.8
AZT140 Skilled Trade Generalist/Multidis	8	127	149.7	156.7	168.5	172.4	184.3	201.6	208.6	211.8	233.5
AZT150 Electrical Skilled Trade	7	7	134.0	165.0	184.0	144.7	199.6	211.6	134.0	204.9	224.4
AZT170 Mechanical Skilled Trade	6	9	152.0	167.1	186.7	160.1	199.4	234.2	158.5	219.9	239.1
AZT502 Engineering Technical Specialty	7	16	136.0	148.9	175.0	170.0	179.2	210.0	178.8	181.9	222.6
AZT505 Geo IS (GIS) Technical Specialty	7	9	138.6	142.1	165.3	159.4	170.5	206.4	138.8	173.8	211.7
AZT530 Maintenance Planning – Onshore	5	6	152.4	157.2	207.0	179.8	182.5	228.8	187.0	216.5	270.7
AZT563 Inspector Technical Specialty	5	17	137.4	157.2	181.0	157.7	192.8	200.7	153.8	204.7	215.9
AZT579 Major Constrctn Tech Spclty-Multi	4	8	---	135.6	---	---	160.5	---	---	168.7	---

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

**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	27	139.0	145.2	162.7	159.8	166.9	182.2	152.7	166.6	197.2
\$1.0 – \$1.9 billion	4	38	---	147.1	---	---	157.7	---	---	177.0	---
\$2.0 – \$4.9 billion	11	87	131.4	142.0	178.8	155.5	182.7	221.5	163.8	187.1	238.5
\$5.0 – \$9.9 billion	4	117	---	154.3	---	---	189.2	---	---	213.5	---
Greater than \$10.0 billion	8	200	156.2	160.0	167.9	177.8	191.8	199.9	178.5	209.1	216.3

**Company Industry**

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	8	69	137.6	158.1	168.2	173.5	190.6	197.6	187.4	208.6	222.1
Integrated E&P and Refining	5	177	156.3	158.4	167.5	180.4	189.8	194.8	182.0	216.2	222.0
Pipeline	4	44	---	158.8	---	---	188.1	---	---	191.4	---
Utility	10	77	121.9	138.9	144.4	131.9	161.2	167.0	129.5	162.5	173.3
Chemical	4	14	---	165.3	---	---	191.8	---	---	207.3	---

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Company weighted statistics

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

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade  
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
	17	42	171.9	187.6	199.9	205.6	229.3	248.4	214.3	260.8	281.1

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZT000 Tech Spclty/Skilled Trade-Multi	9	18	185.5	193.0	201.6	222.3	247.0	252.3	249.0	272.4	294.9

### 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	5	9	133.8	183.5	196.6	160.2	229.4	252.3	164.0	244.1	281.1
Greater than \$10.0 billion	4	20	---	196.4	---	---	---	---	---	262.8	---

### 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	12	139.4	192.8	218.0	---	248.2	---	165.4	277.5	296.0
Utility	5	9	157.0	176.4	190.6	171.0	229.3	238.2	164.1	236.7	258.2

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Company weighted statistics

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

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade  
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
	25	292	68.7	72.4	78.2	74.0	79.1	85.0	74.3	79.8	89.3

Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZT000 Tech Spclty/Skilled Trade-Multi	10	43	68.0	72.5	80.4	74.8	80.9	87.5	79.5	85.0	96.7
AZT010 Equipment Maintenance	4	5	---	79.0	---	---	---	---	---	86.5	---
AZT080 CAD/CAE Drafting	4	12	---	68.9	---	---	74.1	---	---	73.7	---
AZT090 Production/Operations Laboratory Technical Specialty	7	56	67.4	72.2	74.1	67.4	74.4	83.0	67.4	75.0	86.2
AZT502 Engineering Technical Specialty	9	81	65.2	69.7	80.0	70.8	77.0	81.2	67.8	76.4	80.3
AZT505 Geo IS (GIS) Technical Specialty	5	12	68.4	70.4	80.5	69.8	75.9	89.8	69.8	73.0	91.7
AZT506 Geosciences	5	11	69.2	75.6	78.9	74.3	85.4	88.8	73.5	88.0	90.2
AZT507 Geological	4	10	---	70.6	---	---	---	---	---	75.8	---
AZT563 Inspector Technical Specialty	4	11	---	70.9	---	---	---	---	---	77.8	---

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	91	68.7	79.1	82.2	72.8	82.2	89.0	73.0	82.2	93.8
Greater than \$10.0 billion	8	109	67.0	68.6	72.2	73.2	75.4	82.7	70.5	78.0	86.4

Company Industry

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

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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

TOWERS WATSON 

Company Industry

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
Exploration & Production (E&P)	6	34	70.9	76.9	80.8	80.8	88.0	90.3	77.0	83.6	91.9
Integrated E&P and Refining	5	89	67.5	68.7	74.9	70.8	79.0	84.2	73.6	83.8	95.8
Utility	6	117	65.0	74.5	84.5	69.6	76.0	85.2	70.4	77.4	85.1

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

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade  
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
39	1065	79.1	87.7	93.8	86.1	94.2	101.4	85.0	97.1	102.8

### Discipline

	Cos	Cases	Annual Base Salary			Target Cash Compensation			Total Actual Cash Compensation		
			25th	Median	75th	25th	Median	75th	25th	Median	75th
AZT000 Tech Spclty/Skilled Trade-Multi	17	135	81.7	90.7	97.6	89.1	95.5	107.3	90.8	98.0	109.8
AZT010 Equipment Maintenance	6	21	85.4	93.0	100.2	93.7	108.4	113.2	95.1	100.9	115.3
AZT020 Calibration Technical Specialty	5	10	82.5	86.6	100.2	---	101.5	---	95.0	108.5	122.5
AZT060 Quality Control/Inspection	6	16	80.6	86.2	94.3	91.0	98.1	100.4	85.4	97.5	111.5
AZT080 CAD/CAE Drafting	13	106	73.9	82.5	88.9	82.8	87.8	94.4	79.7	89.2	96.6
AZT090 Production/Operations Laboratory Technical Specialty	9	132	79.2	88.2	93.2	86.6	96.0	104.0	81.9	96.6	108.8
AZT502 Engineering Technical Specialty	15	147	79.7	86.5	98.1	92.6	96.7	103.4	93.7	100.0	107.6
AZT505 Geo IS (GIS) Technical Specialty	10	20	72.5	81.4	89.1	81.0	92.0	95.9	81.0	91.2	98.7
AZT506 Geosciences	8	19	81.9	91.1	97.6	92.1	101.5	108.6	91.0	102.4	112.5
AZT507 Geological	10	32	75.1	88.1	91.0	84.1	96.7	98.4	87.9	97.4	103.4
AZT544 Electric Trans/DistTech	4	104	---	80.9	---	---	85.3	---	---	85.7	---
AZT563 Inspector Technical Specialty	5	18	77.8	80.0	88.4	---	92.2	---	82.1	91.6	100.7

### 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	23	---	78.2	---	---	82.7	---	---	81.2	---

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