

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 10  | 69    | 0.5  | 0.3  | 0.3  | 0.4  | 0.5  | 1.4  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 4   | 9     | 2.7  | ---  | ---  | 2.5  | ---  | ---  |
| Total Perquisites   | 14  | 79    | 3.6  | 0.3  | 0.3  | 0.6  | 2.2  | 19.7 |
| Total Variable Payments – Excluding Actual Bonus          | 15  | 83    | 9.3  | 0.7  | 1.8  | 8.5  | 13.6 | 24.1 |

| <u>Car Eligibility</u> |                            |
|------------------------|----------------------------|
| 1%                     | Company Car                |
| 0%                     | Car Allowance              |
| 0%                     | Choice of Car or Allowance |
| 99%                    | Not Eligible               |

| <u>Flexible Perquisites Eligibility</u> |     |
|---|-----|
| 88%                                     | No  |
| 13%                                     | Yes |

| <u>Other Perquisites Eligibility</u> |     |
|--------------------------------------|-----|
| 100%                                 | No  |
| 0%                                   | Yes |

| <u>Financial Counseling Eligibility</u> |                           |
|---|---------------------------|
| 100%                                    | Not Eligible              |
| 0%                                      | Full Financial Counseling |
| 0%                                      | Tax Counseling Only       |

| <u>Company Profit Sharing Eligibility</u> |     |
|---|-----|
| 96%                                       | No  |
| 4%  | Yes |

| <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> |     |
|--|-----|
| 98%  | No  |
| 2%   | Yes |

| <u>Performance Award/Project Bonus Eligibility</u> |     |
|--|-----|
| 83%  | No  |
| 17%  | Yes |

| <u>Recreation/Wellness Allowance Eligibility</u> |     |
|--|-----|
| 58%  | No  |
| 42%  | Yes |

| <u>Transportation Allowance Eligibility</u> |     |
|---|-----|
| 84%   | No  |
| 16%   | Yes |

*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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 12         | 224          | 4.0         | 0.8         | 1.0         | 3.3         | 7.3         | 9.4         |
| Other Perquisite Amount                                   | 6          | 71           | 11.3        | ---         | 2.0         | 7.9         | 22.9        | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 14         | 397          | 0.5         | 0.3         | 0.3         | 0.4         | 0.5         | 1.4         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 10         | 75           | 21.9        | 7.0         | 14.8        | 21.9        | 26.6        | 41.4        |
| Performance Awards/Project Bonus Amount                   | 5          | 36           | 4.6         | ---         | 1.5         | 5.1         | 7.5         | ---         |
| Total Perquisites   | 35         | 664          | 4.5         | 0.3         | 1.0         | 4.0         | 7.0         | 11.1        |
| Total Variable Payments – Excluding Actual Bonus          | 22         | 227          | 16.7        | 0.7         | 5.3         | 16.5        | 24.4        | 37.9        |

**Car Eligibility**  
0% Company Car  
3% Car Allowance  
0% Choice of Car or Allowance  
97% Not Eligible

**Flexible Perquisites Eligibility**  
76% No  
24% Yes

**Other Perquisites Eligibility**  
93% No  
7% Yes

**Financial Counseling Eligibility**  
98% Not Eligible  
2% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**  
98% No  
2% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**  
95% No  
5% Yes

**Performance Award/Project Bonus Eligibility**  
88% No  
12% Yes

**Recreation/Wellness Allowance Eligibility**  
68% No  
32% Yes

**Transportation Allowance Eligibility**  
74% No  
26% Yes

*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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 8          | 29           | 12.1        | ---         | 7.3         | 10.4        | 12.0        | ---         |
| Cost of New Car   | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 14         | 154          | 7.3         | 1.5         | 4.6         | 8.6         | 9.7         | 10.9        |
| Other Perquisite Amount                                   | 5          | 46           | 9.6         | ---         | 3.2         | 3.7         | 19.0        | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 15         | 157          | 0.5         | 0.3         | 0.3         | 0.4         | 0.5         | 1.2         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 4          | 11           | 29.0        | ---         | ---         | 27.3        | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 6          | 32           | 11.0        | ---         | 4.9         | 8.5         | 19.0        | ---         |
| Total Perquisites   | 34         | 389          | 10.5        | 0.9         | 5.7         | 8.8         | 14.0        | 17.2        |
| Total Variable Payments – Excluding Actual Bonus          | 18         | 91           | 19.2        | 0.9         | 7.5         | 17.5        | 29.5        | 42.1        |

**Car Eligibility**

5% Company Car  
11% Car Allowance  
0% Choice of Car or Allowance  
84% Not Eligible

**Flexible Perquisites Eligibility**

67% No  
33% Yes

**Other Perquisites Eligibility**

90% No  
10% Yes

**Financial Counseling Eligibility**

98% Not Eligible  
2% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

98% No  
2% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

98% No  
2% Yes

**Performance Award/Project Bonus Eligibility**

86% No  
14% Yes

**Recreation/Wellness Allowance Eligibility**

66% No  
34% Yes

**Transportation Allowance Eligibility**

63% No  
37% Yes

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2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 5          | 32           | 11.7        | ---         | 7.4         | 10.3        | 16.6        | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 7          | 67           | 7.4         | ---         | 5.1         | 5.8         | 10.1        | ---         |
| Other Perquisite Amount                                   | 6          | 17           | 11.2        | ---         | 3.5         | 8.1         | 17.5        | ---         |
| Financial and Tax Counseling Amount                       | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 8          | 31           | 0.7         | ---         | 0.4         | 0.5         | 1.0         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 19         | 119          | 12.2        | 0.5         | 7.1         | 13.3        | 17.7        | 21.6        |
| Total Variable Payments – Excluding Actual Bonus          | 10         | 33           | 35.9        | 1.1         | 11.5        | 23.9        | 67.2        | 85.8        |

**Car Eligibility**

0% Company Car  
23% Car Allowance  
0% Choice of Car or Allowance  
77% Not Eligible

**Flexible Perquisites Eligibility**

68% No  
32% Yes

**Other Perquisites Eligibility**

77% No  
23% Yes

**Financial Counseling Eligibility**

95% Not Eligible  
5% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

97% No  
3% Yes

**Performance Award/Project Bonus Eligibility**

77% No  
23% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
33% Yes

**Transportation Allowance Eligibility**

43% No  
57% Yes

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All monetary values in thousands

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**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 9          | 207          | 1.7         | ---         | 0.8         | 1.9         | 2.6         | ---         |
| Other Perquisite Amount                                   | 5          | 69           | 6.7         | ---         | 1.0         | 2.0         | 14.7        | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 13         | 271          | 0.5         | 0.3         | 0.3         | 0.4         | 0.5         | 1.1         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 11         | 122          | 12.3        | 3.4         | 8.1         | 12.5        | 13.5        | 27.1        |
| Performance Awards/Project Bonus Amount                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 27         | 530          | 2.7         | 0.3         | 0.5         | 0.8         | 2.8         | 6.4         |
| Total Variable Payments – Excluding Actual Bonus          | 19         | 486          | 9.7         | 0.9         | 2.5         | 8.1         | 12.8        | 27.9        |

**Car Eligibility**

1% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
99% Not Eligible

**Flexible Perquisites Eligibility**

81% No  
19% Yes

**Other Perquisites Eligibility**

92% No  
8% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

96% No  
4% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

94% No  
6% Yes

**Performance Award/Project Bonus Eligibility**

88% No  
12% Yes

**Recreation/Wellness Allowance Eligibility**

72% No  
28% Yes

**Transportation Allowance Eligibility**

94% No  
6% Yes

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2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 10  | 363   | 1.7  | 0.5  | 0.8  | 1.9  | 2.4  | 3.0  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 16  | 518   | 0.6  | 0.3  | 0.3  | 0.4  | 0.5  | 1.3  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 10  | 221   | 13.3 | 7.9  | 10.4 | 13.8 | 15.8 | 18.0 |
| Performance Awards/Project Bonus Amount                   | 4   | 51    | 5.6  | ---  | ---  | 2.8  | ---  | ---  |
| Total Perquisites   | 32  | 963   | 3.0  | 0.3  | 0.5  | 1.2  | 3.4  | 6.9  |
| Total Variable Payments – Excluding Actual Bonus          | 23  | 396   | 10.2 | 1.1  | 2.5  | 8.3  | 15.7 | 25.5 |

**Car Eligibility**  
 0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**  
 80% No  
 20% Yes

**Other Perquisites Eligibility**  
 97% No  
 3% Yes

**Financial Counseling Eligibility**  
 100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**  
 96% No  
 4% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**  
 93% No  
 7% Yes

**Performance Award/Project Bonus Eligibility**  
 84% No  
 16% Yes

**Recreation/Wellness Allowance Eligibility**  
 64% No  
 36% Yes

**Transportation Allowance Eligibility**  
 87% No  
 13% Yes

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

**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 11         | 500          | 1.7         | 0.6         | 0.8         | 1.9         | 2.1         | 3.8         |
| Other Perquisite Amount                                   | 6          | 103          | 11.6        | ---         | 1.5         | 13.4        | 17.1        | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 18         | 663          | 0.5         | 0.3         | 0.3         | 0.4         | 0.5         | 1.3         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 14         | 200          | 17.5        | 4.8         | 11.8        | 15.5        | 21.6        | 38.1        |
| Performance Awards/Project Bonus Amount                   | 5          | 86           | 4.6         | ---         | 0.5         | 2.5         | 9.8         | ---         |
| Total Perquisites   | 36         | 1222         | 3.1         | 0.3         | 0.5         | 1.2         | 4.2         | 9.0         |
| Total Variable Payments – Excluding Actual Bonus          | 29         | 518          | 15.5        | 1.1         | 3.4         | 12.0        | 22.9        | 33.5        |

| <b>Car Eligibility</b>                      | <b>Flexible Perquisites Eligibility</b>                                      | <b>Other Perquisites Eligibility</b>               | <b>Financial Counseling Eligibility</b>          |
|---|--|--|--|
| 0% Company Car                              | 80% No   | 95% No   | 100% Not Eligible                                |
| 0% Car Allowance                            | 20% Yes  | 5% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 100% Not Eligible                           |  |  |  |
| <b>Company Profit Sharing Eligibility</b>   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> | <b>Performance Award/Project Bonus Eligibility</b> | <b>Recreation/Wellness Allowance Eligibility</b> |
| 98% No                                      | 95% No   | 85% No   | 66% No   |
| 2% Yes                                      | 5% Yes   | 15% Yes  | 34% Yes  |
| <b>Transportation Allowance Eligibility</b> |  |  |  |
| 90% No                                      |  |  |  |
| 10% Yes                                     |  |  |  |

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 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 10  | 698   | 2.3  | 0.5  | 0.8  | 2.0  | 4.0  | 5.0  |
| Other Perquisite Amount                                   | 5   | 130   | 13.2 | ---  | 1.5  | 13.0 | 25.1 | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 19  | 825   | 0.6  | 0.3  | 0.3  | 0.5  | 0.5  | 1.3  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 11  | 333   | 18.4 | 5.1  | 13.4 | 18.5 | 23.5 | 29.2 |
| Performance Awards/Project Bonus Amount                   | 6   | 128   | 8.3  | ---  | 2.2  | 3.1  | 14.3 | ---  |
| Total Perquisites   | 36  | 1607  | 3.6  | 0.3  | 0.5  | 1.3  | 5.2  | 8.8  |
| Total Variable Payments – Excluding Actual Bonus          | 27  | 770   | 15.7 | 1.3  | 5.7  | 13.2 | 25.6 | 34.2 |

**Car Eligibility**

0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**

80% No  
 20% Yes

**Other Perquisites Eligibility**

95% No  
 5% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

98% No  
 2% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

96% No  
 4% Yes

**Performance Award/Project Bonus Eligibility**

85% No  
 15% Yes

**Recreation/Wellness Allowance Eligibility**

65% No  
 35% Yes

**Transportation Allowance Eligibility**

87% No  
 13% Yes

*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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 10         | 313          | 3.3         | 0.8         | 1.0         | 2.7         | 5.1         | 7.8         |
| Other Perquisite Amount                                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 14         | 513          | 0.5         | 0.2         | 0.3         | 0.4         | 0.5         | 1.0         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 9          | 150          | 26.2        | ---         | 22.7        | 25.1        | 32.5        | ---         |
| Performance Awards/Project Bonus Amount                   | 5          | 61           | 11.2        | ---         | 2.3         | 3.3         | 23.9        | ---         |
| Total Perquisites   | 32         | 877          | 4.0         | 0.3         | 0.9         | 2.7         | 5.7         | 7.8         |
| Total Variable Payments – Excluding Actual Bonus          | 23         | 332          | 24.0        | 5.7         | 7.8         | 17.6        | 33.2        | 42.1        |

**Car Eligibility**  
0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**  
76% No  
24% Yes

**Other Perquisites Eligibility**  
97% No  
3% Yes

**Financial Counseling Eligibility**  
100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**  
100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**  
96% No  
4% Yes

**Performance Award/Project Bonus Eligibility**  
84% No  
16% Yes

**Recreation/Wellness Allowance Eligibility**  
67% No  
33% Yes

**Transportation Allowance Eligibility**  
74% No  
26% Yes

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**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 9   | 203   | 6.0  | ---  | 1.5  | 9.0  | 9.5  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 7   | 96    | 0.8  | ---  | 0.3  | 0.5  | 1.3  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 4   | 26    | 35.7 | ---  | ---  | 31.6 | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 4   | 17    | 5.3  | ---  | ---  | 5.2  | ---  | ---  |
| Total Perquisites   | 17  | 307   | 7.2  | 0.9  | 1.6  | 7.9  | 9.9  | 15.8 |
| Total Variable Payments – Excluding Actual Bonus          | 11  | 64    | 14.3 | 0.7  | 1.0  | 10.2 | 25.6 | 35.3 |

|  |   |  |  |
|--|---|--|--|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>5% Car Allowance<br>0% Choice of Car or Allowance<br>95% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>59% No<br>41% Yes                                     | <b><u>Other Perquisites Eligibility</u></b><br>95% No<br>5% Yes                | <b><u>Financial Counseling Eligibility</u></b><br>99% Not Eligible<br>1% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes  | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>96% No<br>4% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>80% No<br>20% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>72% No<br>28% Yes   |
| <b><u>Transportation Allowance Eligibility</u></b><br>63% No<br>37% Yes  |   |  |  |

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**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 6          | 52           | 1.7         | ---         | 0.8         | 1.0         | 2.3         | ---         |
| Other Perquisite Amount                                   | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 15         | 298          | 0.6         | 0.3         | 0.3         | 0.4         | 0.5         | 1.4         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 10         | 487          | 21.5        | 9.4         | 15.9        | 20.0        | 28.8        | 36.4        |
| Performance Awards/Project Bonus Amount                   | 4          | 40           | 7.3         | ---         | ---         | 2.5         | ---         | ---         |
| Total Perquisites   | 26         | 437          | 5.5         | 0.3         | 0.5         | 1.4         | 6.4         | 21.8        |
| Total Variable Payments – Excluding Actual Bonus          | 21         | 569          | 17.1        | 0.7         | 2.6         | 16.4        | 30.0        | 36.6        |

**Car Eligibility**

4% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
96% Not Eligible

**Flexible Perquisites Eligibility**

87% No  
13% Yes

**Other Perquisites Eligibility**

96% No  
4% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

97% No  
3% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

86% No  
14% Yes

**Performance Award/Project Bonus Eligibility**

84% No  
16% Yes

**Recreation/Wellness Allowance Eligibility**

63% No  
37% Yes

**Transportation Allowance Eligibility**

87% No  
13% Yes

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2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 9   | 88    | 2.4  | ---  | 0.9  | 1.5  | 4.3  | ---  |
| Other Perquisite Amount                                   | 5   | 34    | 12.6 | ---  | 1.5  | 2.5  | 28.8 | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 15  | 150   | 0.6  | 0.3  | 0.3  | 0.4  | 0.5  | 1.4  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 10  | 156   | 23.7 | 9.5  | 16.4 | 22.0 | 32.5 | 41.0 |
| Performance Awards/Project Bonus Amount                   | 4   | 21    | 2.0  | ---  | ---  | 1.9  | ---  | ---  |
| Total Perquisites   | 28  | 284   | 4.9  | 0.3  | 0.8  | 3.1  | 5.9  | 13.9 |
| Total Variable Payments – Excluding Actual Bonus          | 21  | 213   | 17.3 | 0.8  | 4.3  | 15.5 | 28.3 | 39.6 |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 2% Company Car                              | 82% No   | 92% No   | 100% Not Eligible                                |
| 4% Car Allowance                            | 18% Yes  | 8% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 94% Not Eligible                            |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 97% No                                      | 87% No   | 86% No   | 59% No   |
| 3% Yes                                      | 13% Yes  | 14% Yes  | 41% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 77% No                                      |  |  |  |
| 23% Yes                                     |  |  |  |

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



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 7   | 22    | 6.2  | ---  | 3.6  | 5.8  | 9.6  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 5   | 6     | 0.7  | ---  | 0.3  | 0.4  | 1.3  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 14  | 33    | 9.0  | 0.3  | 1.0  | 8.3  | 14.3 | 24.4 |
| Total Variable Payments – Excluding Actual Bonus          | 6   | 12    | 20.0 | ---  | 6.0  | 19.7 | 31.3 | ---  |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 0% Company Car                              | 59% No   | 85% No   | 100% Not Eligible                                |
| 18% Car Allowance                           | 41% Yes  | 15% Yes  | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 82% Not Eligible                            |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 89% No   | 88% No   | 71% No   |
| 0% Yes                                      | 11% Yes  | 12% Yes  | 29% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 75% No                                      |  |  |  |
| 25% Yes                                     |  |  |  |

All values in Canadian Dollar  
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All monetary values in thousands

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 5          | 89           | 0.9         | ---         | 0.4         | 0.8         | 1.5         | ---         |
| Other Perquisite Amount                                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 10         | 129          | 0.6         | 0.3         | 0.3         | 0.5         | 0.7         | 1.5         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 5          | 15           | 12.5        | ---         | 8.0         | 10.8        | 18.0        | ---         |
| Performance Awards/Project Bonus Amount                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 17         | 221          | 2.0         | 0.3         | 0.4         | 0.8         | 2.4         | 7.2         |
| Total Variable Payments – Excluding Actual Bonus          | 10         | 39           | 10.0        | 0.4         | 1.0         | 5.4         | 20.8        | 28.5        |

**Car Eligibility**

1% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
99% Not Eligible

**Flexible Perquisites Eligibility**

80% No  
20% Yes

**Other Perquisites Eligibility**

98% No  
2% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

86% No  
14% Yes

**Performance Award/Project Bonus Eligibility**

84% No  
16% Yes

**Recreation/Wellness Allowance Eligibility**

60% No  
40% Yes

**Transportation Allowance Eligibility**

88% No  
12% Yes

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2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 7   | 294   | 1.4  | ---  | 0.5  | 0.9  | 2.2  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 16  | 275   | 0.5  | 0.3  | 0.3  | 0.4  | 0.5  | 1.3  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 8   | 65    | 12.8 | ---  | 8.9  | 12.1 | 15.1 | ---  |
| Performance Awards/Project Bonus Amount                   | 4   | 16    | 6.1  | ---  | ---  | 1.5  | ---  | ---  |
| Total Perquisites   | 27  | 593   | 3.3  | 0.3  | 0.5  | 1.0  | 4.3  | 10.0 |
| Total Variable Payments – Excluding Actual Bonus          | 14  | 357   | 12.0 | 0.5  | 0.9  | 9.3  | 21.4 | 28.1 |

|   |  |   |  |
|---|--|---|--|
| <b>Car Eligibility</b><br>1% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>99% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>82% No<br>18% Yes                                     | <b>Other Perquisites Eligibility</b><br>95% No<br>5% Yes                | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>97% No<br>3% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>94% No<br>6% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>83% No<br>17% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>61% No<br>39% Yes  |
| <b>Transportation Allowance Eligibility</b><br>89% No<br>11% Yes  |  |   |  |

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 8   | 250   | 1.7  | ---  | 0.8  | 1.3  | 2.8  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 16  | 393   | 0.6  | 0.3  | 0.3  | 0.5  | 0.5  | 1.3  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 12  | 235   | 16.2 | 4.3  | 9.9  | 14.3 | 17.8 | 38.1 |
| Performance Awards/Project Bonus Amount                   | 4   | 36    | 2.9  | ---  | ---  | 2.4  | ---  | ---  |
| Total Perquisites   | 29  | 775   | 4.1  | 0.3  | 0.5  | 1.1  | 4.4  | 14.1 |
| Total Variable Payments – Excluding Actual Bonus          | 22  | 348   | 12.2 | 0.7  | 2.5  | 9.7  | 18.4 | 32.6 |

**Car Eligibility**

1% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 99% Not Eligible

**Flexible Perquisites Eligibility**

80% No  
 20% Yes

**Other Perquisites Eligibility**

96% No  
 4% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

98% No  
 2% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

93% No  
 7% Yes

**Performance Award/Project Bonus Eligibility**

85% No  
 15% Yes

**Recreation/Wellness Allowance Eligibility**

62% No  
 38% Yes

**Transportation Allowance Eligibility**

90% No  
 10% Yes

*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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 8          | 363          | 1.5         | ---         | 0.8         | 1.3         | 2.1         | ---         |
| Other Perquisite Amount                                   | 4          | 64           | 16.2        | ---         | ---         | 17.3        | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 14         | 423          | 0.6         | 0.3         | 0.3         | 0.5         | 0.6         | 1.4         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 14         | 221          | 18.1        | 6.3         | 10.8        | 16.2        | 20.3        | 42.9        |
| Performance Awards/Project Bonus Amount                   | 6          | 49           | 3.0         | ---         | 0.5         | 1.7         | 4.9         | ---         |
| Total Perquisites   | 25         | 845          | 4.9         | 0.3         | 0.6         | 1.3         | 7.3         | 16.1        |
| Total Variable Payments – Excluding Actual Bonus          | 24         | 388          | 15.3        | 0.6         | 7.5         | 12.7        | 18.8        | 36.1        |

| <b>Car Eligibility</b>        |
|-------------------------------|
| 1% Company Car                |
| 1% Car Allowance              |
| 0% Choice of Car or Allowance |
| 98% Not Eligible              |

| <b>Flexible Perquisites Eligibility</b> |
|---|
| 79% No                                  |
| 21% Yes                                 |

| <b>Other Perquisites Eligibility</b> |
|--------------------------------------|
| 92% No                               |
| 8% Yes                               |

| <b>Financial Counseling Eligibility</b> |
|---|
| 100% Not Eligible                       |
| 0% Full Financial Counseling            |
| 0% Tax Counseling Only                  |

| <b>Company Profit Sharing Eligibility</b> |
|---|
| 97% No                                    |
| 3% Yes                                    |

| <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b> |
|--|
| 87% No   |
| 13% Yes  |

| <b>Performance Award/Project Bonus Eligibility</b> |
|--|
| 79% No   |
| 21% Yes  |

| <b>Recreation/Wellness Allowance Eligibility</b> |
|--|
| 61% No   |
| 39% Yes  |

| <b>Transportation Allowance Eligibility</b> |
|---|
| 87% No                                      |
| 13% Yes                                     |

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

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 6   | 119   | 2.0  | ---  | 0.7  | 1.4  | 3.6  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 9   | 137   | 0.6  | ---  | 0.3  | 0.5  | 0.9  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 8   | 48    | 19.9 | ---  | 15.4 | 22.8 | 25.6 | ---  |
| Performance Awards/Project Bonus Amount                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 18  | 296   | 5.6  | 0.5  | 1.1  | 3.9  | 6.7  | 21.0 |
| Total Variable Payments – Excluding Actual Bonus          | 11  | 90    | 17.5 | 1.0  | 10.7 | 18.8 | 26.5 | 31.8 |

|   |   |   |  |
|---|---|---|--|
| <b>Car Eligibility</b><br>1% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>99% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>75% No<br>25% Yes                                      | <b>Other Perquisites Eligibility</b><br>98% No<br>2% Yes                | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes  | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>87% No<br>13% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>82% No<br>18% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>57% No<br>43% Yes  |
| <b>Transportation Allowance Eligibility</b><br>73% No<br>27% Yes  |   |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 6   | 39    | 4.6  | ---  | 0.9  | 3.3  | 9.6  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 11  | 64    | 8.2  | 0.6  | 1.7  | 5.2  | 15.5 | 24.0 |
| Total Variable Payments – Excluding Actual Bonus          | 5   | 28    | 11.0 | ---  | 1.0  | 2.4  | 25.3 | ---  |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 0% Company Car                              | 56% No   | 92% No   | 100% Not Eligible                                |
| 0% Car Allowance                            | 44% Yes  | 8% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 100% Not Eligible                           |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 93% No   | 80% No   | 75% No   |
| 0% Yes                                      | 7% Yes   | 20% Yes  | 25% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 50% No                                      |  |  |  |
| 50% Yes                                     |  |  |  |

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

**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 5          | 134          | 1.4         | ---         | 0.9         | 1.0         | 2.1         | ---         |
| Other Perquisite Amount                                   | 6          | 100          | 8.9         | ---         | 1.0         | 7.8         | 16.1        | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 15         | 232          | 0.5         | 0.3         | 0.3         | 0.5         | 0.5         | 1.2         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 11         | 47           | 10.4        | 4.9         | 8.4         | 10.8        | 12.1        | 16.9        |
| Performance Awards/Project Bonus Amount                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 25         | 398          | 2.9         | 0.3         | 0.4         | 0.8         | 3.3         | 13.8        |
| Total Variable Payments – Excluding Actual Bonus          | 18         | 84           | 10.4        | 0.5         | 5.5         | 9.0         | 13.7        | 23.3        |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>87% No<br>13% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>91% No<br>9% Yes                | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>89% No<br>11% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>89% No<br>11% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>63% No<br>37% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>92% No<br>8% Yes  |  |  |   |

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**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 6          | 181          | 1.7         | ---         | 0.9         | 1.5         | 2.3         | ---         |
| Other Perquisite Amount                                   | 7          | 150          | 8.1         | ---         | 0.8         | 2.3         | 16.6        | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 15         | 730          | 0.5         | 0.3         | 0.3         | 0.5         | 0.5         | 1.2         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 12         | 91           | 14.0        | 8.5         | 9.3         | 13.1        | 19.3        | 21.7        |
| Performance Awards/Project Bonus Amount                   | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 27         | 959          | 3.4         | 0.3         | 0.5         | 0.9         | 3.7         | 13.9        |
| Total Variable Payments – Excluding Actual Bonus          | 22         | 620          | 10.8        | 0.6         | 4.0         | 9.4         | 17.2        | 21.5        |

|   |   |   |   |
|---|---|---|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>86% No<br>14% Yes                                     | <b><u>Other Perquisites Eligibility</u></b><br>91% No<br>9% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>98% No<br>2% Yes  | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>94% No<br>6% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>91% No<br>9% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>67% No<br>33% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>90% No<br>10% Yes   |   |   |   |

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2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 9   | 987   | 1.2  | ---  | 0.6  | 1.0  | 1.7  | ---  |
| Other Perquisite Amount                                   | 6   | 837   | 11.1 | ---  | 1.3  | 8.8  | 22.9 | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 15  | 1894  | 0.5  | 0.3  | 0.3  | 0.4  | 0.5  | 0.9  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 17  | 723   | 15.7 | 5.1  | 7.9  | 14.0 | 18.8 | 33.0 |
| Performance Awards/Project Bonus Amount                   | 5   | 129   | 2.2  | ---  | 0.8  | 1.5  | 3.9  | ---  |
| Total Perquisites   | 31  | 3135  | 4.0  | 0.3  | 0.5  | 1.3  | 5.2  | 11.5 |
| Total Variable Payments – Excluding Actual Bonus          | 31  | 1184  | 11.6 | 1.4  | 3.4  | 8.4  | 18.3 | 25.7 |

| <u>Car Eligibility</u>        |  |
|-------------------------------|--|
| 1% Company Car                |  |
| 0% Car Allowance              |  |
| 0% Choice of Car or Allowance |  |
| 99% Not Eligible              |  |

| <u>Flexible Perquisites Eligibility</u> |  |
|---|--|
| 82% No                                  |  |
| 18% Yes                                 |  |

| <u>Other Perquisites Eligibility</u> |  |
|--------------------------------------|--|
| 92% No                               |  |
| 8% Yes                               |  |

| <u>Financial Counseling Eligibility</u> |  |
|---|--|
| 100% Not Eligible                       |  |
| 0% Full Financial Counseling            |  |
| 0% Tax Counseling Only                  |  |

| <u>Company Profit Sharing Eligibility</u> |  |
|---|--|
| 96% No                                    |  |
| 4% Yes                                    |  |

| <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> |  |
|--|--|
| 91% No   |  |
| 9% Yes   |  |

| <u>Performance Award/Project Bonus Eligibility</u> |  |
|--|--|
| 89% No   |  |
| 11% Yes  |  |

| <u>Recreation/Wellness Allowance Eligibility</u> |  |
|--|--|
| 72% No   |  |
| 28% Yes  |  |

| <u>Transportation Allowance Eligibility</u> |  |
|---|--|
| 89% No                                      |  |
| 11% Yes                                     |  |

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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 10         | 804          | 1.8         | 0.5         | 0.8         | 1.2         | 2.2         | 4.8         |
| Other Perquisite Amount                                   | 5          | 466          | 15.0        | ---         | 5.1         | 13.0        | 25.9        | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 16         | 556          | 0.5         | 0.3         | 0.3         | 0.4         | 0.5         | 0.8         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 14         | 582          | 17.7        | 4.9         | 9.4         | 14.8        | 21.6        | 41.4        |
| Performance Awards/Project Bonus Amount                   | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 30         | 1529         | 4.1         | 0.3         | 0.5         | 1.6         | 4.9         | 13.2        |
| Total Variable Payments – Excluding Actual Bonus          | 24         | 2241         | 14.3        | 1.1         | 5.4         | 12.2        | 22.4        | 29.6        |

**Car Eligibility**

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**

81% No  
19% Yes

**Other Perquisites Eligibility**

92% No  
8% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

98% No  
2% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

92% No  
8% Yes

**Performance Award/Project Bonus Eligibility**

89% No  
11% Yes

**Recreation/Wellness Allowance Eligibility**

68% No  
32% Yes

**Transportation Allowance Eligibility**

87% No  
13% Yes

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*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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>100% No<br>0% Yes                                      | <b>Other Perquisites Eligibility</b><br>75% No<br>25% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>75% No<br>25% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |   |   |  |

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 4   | 25    | 0.6  | ---  | ---  | 0.5  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 6   | 32    | 3.8  | ---  | 0.4  | 0.9  | 8.4  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**

89% No  
 11% Yes

**Other Perquisites Eligibility**

87% No  
 13% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

97% No  
 3% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
 0% Yes

**Recreation/Wellness Allowance Eligibility**

56% No  
 44% Yes

**Transportation Allowance Eligibility**

99% No  
 1% Yes

*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 8   | 355   | 2.3  | ---  | 0.4  | 0.6  | 5.1  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 6   | 44    | 10.2 | ---  | 2.9  | 8.7  | 18.1 | ---  |

**Car Eligibility**

0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**

83% No  
 17% Yes

**Other Perquisites Eligibility**

77% No  
 23% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

92% No  
 8% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

98% No  
 2% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
 0% Yes

**Recreation/Wellness Allowance Eligibility**

75% No  
 25% Yes

**Transportation Allowance Eligibility**

98% No  
 2% Yes

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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 4          | 86           | 3.7         | ---         | ---         | 0.9         | ---         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>86% No<br>14% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>95% No<br>5% Yes                | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>86% No<br>14% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>96% No<br>4% Yes  |  |  |   |

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2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 0% Company Car                              | 75% No   | 50% No   | 100% Not Eligible                                |
| 0% Car Allowance                            | 25% Yes  | 50% Yes  | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 100% Not Eligible                           |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 96% No   | 100% No  | 75% No   |
| 0% Yes                                      | 4% Yes   | 0% Yes   | 25% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 92% No                                      |  |  |  |
| 8% Yes                                      |  |  |  |

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**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>65% No<br>35% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>100% No<br>0% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>75% No<br>25% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>75% No<br>25% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>65% No<br>35% Yes   |  |  |   |

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**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 5          | 15           | 3.7         | ---         | 0.7         | 3.2         | 6.9         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

| <u><b>Car Eligibility</b></u>                      | <u><b>Flexible Perquisites Eligibility</b></u>                                      | <u><b>Other Perquisites Eligibility</b></u>               | <u><b>Financial Counseling Eligibility</b></u>          |
|--|---|---|---|
| 0% Company Car                                     | 79% No  | 88% No  | 100% Not Eligible                                       |
| 12% Car Allowance                                  | 21% Yes   | 12% Yes   | 0% Full Financial Counseling                            |
| 0% Choice of Car or Allowance                      |   |   | 0% Tax Counseling Only                                  |
| 88% Not Eligible                                   |   |   |   |
| <u><b>Company Profit Sharing Eligibility</b></u>   | <u><b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b></u> | <u><b>Performance Award/Project Bonus Eligibility</b></u> | <u><b>Recreation/Wellness Allowance Eligibility</b></u> |
| 100% No  | 100% No   | 88% No  | 75% No  |
| 0% Yes   | 0% Yes  | 12% Yes   | 25% Yes   |
| <u><b>Transportation Allowance Eligibility</b></u> |   |   |   |
| 79% No   |   |   |   |
| 21% Yes  |   |   |   |

*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 6     | 9.1  | ---  | ---  | 8.9  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>39% Car Allowance<br>0% Choice of Car or Allowance<br>61% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>83% No<br>17% Yes                                      | <b>Other Perquisites Eligibility</b><br>98% No<br>2% Yes                | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>83% No<br>17% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>100% No<br>0% Yes  |
| <b>Transportation Allowance Eligibility</b><br>83% No<br>17% Yes   |   |   |  |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 9     | 5.7  | ---  | ---  | 4.0  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 4   | 7     | 13.9 | ---  | ---  | 10.1 | ---  | ---  |

**Car Eligibility**

0% Company Car  
25% Car Allowance  
0% Choice of Car or Allowance  
75% Not Eligible

**Flexible Perquisites Eligibility**

100% No  
0% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

50% No  
50% Yes

**Recreation/Wellness Allowance Eligibility**

63% No  
38% Yes

**Transportation Allowance Eligibility**

88% No  
13% Yes

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



**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 5          | 28           | 4.6         | ---         | 0.6         | 3.0         | 9.4         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

| <u><b>Car Eligibility</b></u>                      | <u><b>Flexible Perquisites Eligibility</b></u>                                      | <u><b>Other Perquisites Eligibility</b></u>               | <u><b>Financial Counseling Eligibility</b></u>          |
|--|---|---|---|
| 0% Company Car                                     | 89% No  | 89% No  | 100% Not Eligible                                       |
| 22% Car Allowance                                  | 11% Yes   | 11% Yes   | 0% Full Financial Counseling                            |
| 0% Choice of Car or Allowance                      |   |   | 0% Tax Counseling Only                                  |
| 78% Not Eligible                                   |   |   |   |
| <u><b>Company Profit Sharing Eligibility</b></u>   | <u><b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b></u> | <u><b>Performance Award/Project Bonus Eligibility</b></u> | <u><b>Recreation/Wellness Allowance Eligibility</b></u> |
| 100% No  | 100% No   | 78% No  | 78% No  |
| 0% Yes   | 0% Yes  | 22% Yes   | 22% Yes   |
| <u><b>Transportation Allowance Eligibility</b></u> |   |   |   |
| 86% No   |   |   |   |
| 14% Yes  |   |   |   |

*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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 5     | 1.4  | ---  | ---  | 0.9  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 4   | 6     | 33.4 | ---  | ---  | 13.6 | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>92% No<br>8% Yes                                       | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>83% No<br>17% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>83% No<br>17% Yes  |
| <b>Transportation Allowance Eligibility</b><br>88% No<br>12% Yes   |   |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**

80% No  
20% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
0% Yes

**Recreation/Wellness Allowance Eligibility**

100% No  
0% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**

80% No  
20% Yes

**Other Perquisites Eligibility**

80% No  
20% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

80% No  
20% Yes

**Recreation/Wellness Allowance Eligibility**

60% No  
40% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
 25% Car Allowance  
 0% Choice of Car or Allowance  
 75% Not Eligible

**Flexible Perquisites Eligibility**

100% No  
 0% Yes

**Other Perquisites Eligibility**

100% No  
 0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
 0% Yes

**Performance Award/Project Bonus Eligibility**

75% No  
 25% Yes

**Recreation/Wellness Allowance Eligibility**

75% No  
 25% Yes

**Transportation Allowance Eligibility**

100% No  
 0% Yes

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 6   | 13    | 8.7  | ---  | 0.4  | 6.7  | 15.7 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 4   | 10    | 34.2 | ---  | ---  | 13.1 | ---  | ---  |

**Car Eligibility**  
 6% Company Car  
 20% Car Allowance  
 0% Choice of Car or Allowance  
 74% Not Eligible

**Flexible Perquisites Eligibility**  
 90% No  
 10% Yes

**Other Perquisites Eligibility**  
 90% No  
 10% Yes

**Financial Counseling Eligibility**  
 100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**  
 90% No  
 10% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**  
 100% No  
 0% Yes

**Performance Award/Project Bonus Eligibility**  
 80% No  
 20% Yes

**Recreation/Wellness Allowance Eligibility**  
 80% No  
 20% Yes

**Transportation Allowance Eligibility**  
 95% No  
 5% Yes

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

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 6   | 16    | 10.7 | ---  | 4.7  | 9.5  | 15.4 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
 22% Car Allowance  
 0% Choice of Car or Allowance  
 78% Not Eligible

**Flexible Perquisites Eligibility**

67% No  
 33% Yes

**Other Perquisites Eligibility**

89% No  
 11% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
 0% Yes

**Performance Award/Project Bonus Eligibility**

89% No  
 11% Yes

**Recreation/Wellness Allowance Eligibility**

78% No  
 22% Yes

**Transportation Allowance Eligibility**

83% No  
 17% Yes

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 37    | 8.4  | ---  | ---  | 3.7  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|   |   |  |   |
|---|---|--|---|
| <b><u>Car Eligibility</u></b><br>5% Company Car<br>10% Car Allowance<br>0% Choice of Car or Allowance<br>85% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>100% No<br>0% Yes                                     | <b><u>Other Perquisites Eligibility</u></b><br>100% No<br>0% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>99% No<br>1% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>71% No<br>29% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>71% No<br>29% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>100% No<br>0% Yes   |   |  |   |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 8   | 58    | 8.9  | ---  | 0.5  | 4.9  | 20.0 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 5   | 32    | 20.8 | ---  | 0.6  | 27.4 | 37.7 | ---  |

**Car Eligibility**

3% Company Car  
15% Car Allowance  
0% Choice of Car or Allowance  
81% Not Eligible

**Flexible Perquisites Eligibility**

85% No  
15% Yes

**Other Perquisites Eligibility**

85% No  
15% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

92% No  
8% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

85% No  
15% Yes

**Recreation/Wellness Allowance Eligibility**

85% No  
15% Yes

**Transportation Allowance Eligibility**

97% No  
3% Yes

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 7          | 74           | 8.3         | ---         | 0.4         | 0.8         | 22.5        | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 5          | 44           | 29.3        | ---         | 1.2         | 28.4        | 58.0        | ---         |

**Car Eligibility**

3% Company Car  
13% Car Allowance  
0% Choice of Car or Allowance  
84% Not Eligible

**Flexible Perquisites Eligibility**

92% No  
8% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

92% No  
8% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

83% No  
17% Yes

**Recreation/Wellness Allowance Eligibility**

75% No  
25% Yes

**Transportation Allowance Eligibility**

95% No  
5% Yes

*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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 5   | 19    | 9.3  | ---  | 0.4  | 0.8  | 22.4 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

14% Company Car  
10% Car Allowance  
0% Choice of Car or Allowance  
76% Not Eligible

**Flexible Perquisites Eligibility**

86% No  
14% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
0% Yes

**Recreation/Wellness Allowance Eligibility**

71% No  
29% Yes

**Transportation Allowance Eligibility**

86% No  
14% Yes

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>100% No<br>0% Yes                                      | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>75% No<br>25% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>75% No<br>25% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |   |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 7   | 77    | 11.4 | ---  | 0.3  | 0.9  | 33.7 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

9% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 91% Not Eligible

**Flexible Perquisites Eligibility**

82% No  
 18% Yes

**Other Perquisites Eligibility**

90% No  
 10% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
 0% Yes

**Performance Award/Project Bonus Eligibility**

91% No  
 9% Yes

**Recreation/Wellness Allowance Eligibility**

73% No  
 27% Yes

**Transportation Allowance Eligibility**

91% No  
 9% Yes

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 8   | 71    | 10.3 | ---  | 0.6  | 3.5  | 20.1 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

9% Company Car  
 16% Car Allowance  
 0% Choice of Car or Allowance  
 75% Not Eligible

**Flexible Perquisites Eligibility**

70% No  
 30% Yes

**Other Perquisites Eligibility**

89% No  
 11% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

99% No  
 1% Yes

**Performance Award/Project Bonus Eligibility**

90% No  
 10% Yes

**Recreation/Wellness Allowance Eligibility**

70% No  
 30% Yes

**Transportation Allowance Eligibility**

90% No  
 10% Yes

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

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 7   | 19    | 12.8 | ---  | 1.8  | 8.4  | 13.5 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |  |   |
|--|---|--|---|
| <b><u>Car Eligibility</u></b><br>13% Company Car<br>21% Car Allowance<br>0% Choice of Car or Allowance<br>66% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>75% No<br>25% Yes                                     | <b><u>Other Perquisites Eligibility</u></b><br>85% No<br>15% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes  | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>99% No<br>1% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>75% No<br>25% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>99% No<br>1% Yes   |   |  |   |

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

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 0% Company Car                              | 75% No   | 99% No   | 100% Not Eligible                                |
| 0% Car Allowance                            | 25% Yes  | 1% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 100% Not Eligible                           |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 96% No   | 100% No  | 75% No   |
| 0% Yes                                      | 4% Yes   | 0% Yes   | 25% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 99% No                                      |  |  |  |
| 1% Yes                                      |  |  |  |

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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

**Car Eligibility**

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**

75% No  
25% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

99% No  
1% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
0% Yes

**Recreation/Wellness Allowance Eligibility**

100% No  
0% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**  
 0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**  
 100% No  
 0% Yes

**Other Perquisites Eligibility**  
 99% No  
 1% Yes

**Financial Counseling Eligibility**  
 100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**  
 100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**  
 99% No  
 1% Yes

**Performance Award/Project Bonus Eligibility**  
 100% No  
 0% Yes

**Recreation/Wellness Allowance Eligibility**  
 80% No  
 20% Yes

**Transportation Allowance Eligibility**  
 100% No  
 0% Yes

*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |  |   |  |
|--|--|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>88% No<br>12% Yes                                     | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>88% No<br>12% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>99% No<br>1% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>75% No<br>25% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |  |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |  |   |  |
|--|--|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>67% No<br>33% Yes                                     | <b>Other Perquisites Eligibility</b><br>84% No<br>16% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>99% No<br>1% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>100% No<br>0% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |  |   |  |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>80% No<br>20% Yes                                      | <b>Other Perquisites Eligibility</b><br>80% No<br>20% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>80% No<br>20% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |   |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>60% No<br>40% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>80% No<br>20% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>100% No<br>0% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>80% No<br>20% Yes   |  |  |   |

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

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 9     | 7.8  | ---  | ---  | 8.5  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>60% No<br>40% Yes                                      | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>80% No<br>20% Yes  |
| <b>Transportation Allowance Eligibility</b><br>60% No<br>40% Yes   |   |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>75% No<br>25% Yes                                      | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>75% No<br>25% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |   |   |  |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

Car Eligibility

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

Flexible Perquisites Eligibility

100% No  
0% Yes

Other Perquisites Eligibility

100% No  
0% Yes

Financial Counseling Eligibility

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No  
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No  
0% Yes

Performance Award/Project Bonus Eligibility

100% No  
0% Yes

Recreation/Wellness Allowance Eligibility

75% No  
25% Yes

Transportation Allowance Eligibility

100% No  
0% Yes

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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

**Car Eligibility**

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**

100% No  
0% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
0% Yes

**Recreation/Wellness Allowance Eligibility**

75% No  
25% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

*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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>86% No<br>14% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>100% No<br>0% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>86% No<br>14% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>100% No<br>0% Yes   |  |  |   |

*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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>86% No<br>14% Yes                                      | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>86% No<br>14% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |   |   |  |

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

| <u>Car Eligibility</u> |                            |
|------------------------|----------------------------|
| 0%                     | Company Car                |
| 0%                     | Car Allowance              |
| 0%                     | Choice of Car or Allowance |
| 100%                   | Not Eligible               |

| <u>Flexible Perquisites Eligibility</u> |     |
|---|-----|
| 100%                                    | No  |
| 0%                                      | Yes |

| <u>Other Perquisites Eligibility</u> |     |
|--------------------------------------|-----|
| 71%                                  | No  |
| 29%                                  | Yes |

| <u>Financial Counseling Eligibility</u> |                           |
|---|---------------------------|
| 100%                                    | Not Eligible              |
| 0%                                      | Full Financial Counseling |
| 0%                                      | Tax Counseling Only       |

| <u>Company Profit Sharing Eligibility</u> |     |
|---|-----|
| 67%                                       | No  |
| 33%                                       | Yes |

| <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> |     |
|--|-----|
| 97%  | No  |
| 3%   | Yes |

| <u>Performance Award/Project Bonus Eligibility</u> |     |
|--|-----|
| 100%   | No  |
| 0%   | Yes |

| <u>Recreation/Wellness Allowance Eligibility</u> |     |
|--|-----|
| 83%  | No  |
| 17%  | Yes |

| <u>Transportation Allowance Eligibility</u> |     |
|---|-----|
| 100%  | No  |
| 0%  | Yes |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 6   | 72    | 10.9 | ---  | 4.2  | 7.0  | 17.1 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 4   | 30    | 24.6 | ---  | ---  | 12.6 | ---  | ---  |

**Car Eligibility**

0% Company Car  
16% Car Allowance  
0% Choice of Car or Allowance  
84% Not Eligible

**Flexible Perquisites Eligibility**

71% No  
29% Yes

**Other Perquisites Eligibility**

64% No  
36% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

86% No  
14% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

97% No  
3% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
0% Yes

**Recreation/Wellness Allowance Eligibility**

86% No  
14% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 4   | 17    | 12.8 | ---  | ---  | 8.1  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 7   | 28    | 11.1 | ---  | 0.8  | 9.0  | 13.5 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

Car Eligibility

0% Company Car  
27% Car Allowance  
0% Choice of Car or Allowance  
73% Not Eligible

Flexible Perquisites Eligibility

75% No  
25% Yes

Other Perquisites Eligibility

53% No  
47% Yes

Financial Counseling Eligibility

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No  
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

100% No  
0% Yes

Performance Award/Project Bonus Eligibility

100% No  
0% Yes

Recreation/Wellness Allowance Eligibility

88% No  
13% Yes

Transportation Allowance Eligibility

100% No  
0% Yes

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 0% Company Car                              | 75% No   | 28% No   | 100% Not Eligible                                |
| 0% Car Allowance                            | 25% Yes  | 72% Yes  | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 100% Not Eligible                           |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 100% No  | 100% No  | 75% No   |
| 0% Yes                                      | 0% Yes   | 0% Yes   | 25% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 100% No                                     |  |  |  |
| 0% Yes                                      |  |  |  |

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

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**

100% No  
0% Yes

**Other Perquisites Eligibility**

100% No  
0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
0% Yes

**Recreation/Wellness Allowance Eligibility**

75% No  
25% Yes

**Transportation Allowance Eligibility**

100% No  
0% Yes

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 27    | 5.1  | ---  | ---  | 4.4  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|   |   |   |  |
|---|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>8% Car Allowance<br>0% Choice of Car or Allowance<br>92% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>67% No<br>33% Yes                                      | <b>Other Perquisites Eligibility</b><br>83% No<br>17% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes  | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>83% No<br>17% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes  |   |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**  
0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

**Flexible Perquisites Eligibility**  
50% No  
50% Yes

**Other Perquisites Eligibility**  
75% No  
25% Yes

**Financial Counseling Eligibility**  
100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**  
100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**  
100% No  
0% Yes

**Performance Award/Project Bonus Eligibility**  
100% No  
0% Yes

**Recreation/Wellness Allowance Eligibility**  
100% No  
0% Yes

**Transportation Allowance Eligibility**  
100% No  
0% Yes

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>100% No<br>0% Yes                                      | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>75% No<br>25% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |   |   |  |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>60% No<br>40% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>80% No<br>20% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>80% No<br>20% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>100% No<br>0% Yes   |  |  |   |

All values in Canadian Dollar  
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2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
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**Function : ENP – New Power Plant Development Project Mgmt**  
**Level : M3 – Senior Manager (M3)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>38% Car Allowance<br>0% Choice of Car or Allowance<br>63% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>50% No<br>50% Yes                                      | <b>Other Perquisites Eligibility</b><br>75% No<br>25% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>100% No<br>0% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>100% No<br>0% Yes  |
| <b>Transportation Allowance Eligibility</b><br>100% No<br>0% Yes   |   |   |  |

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



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 4   | 94    | 1.4  | ---  | ---  | 1.4  | ---  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 8   | 399   | 0.6  | ---  | 0.4  | 0.5  | 0.9  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 6   | 595   | 21.8 | ---  | 16.5 | 19.4 | 26.9 | ---  |
| Performance Awards/Project Bonus Amount                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 17  | 677   | 7.0  | 0.5  | 0.5  | 4.1  | 8.7  | 25.2 |
| Total Variable Payments – Excluding Actual Bonus          | 13  | 686   | 19.0 | 2.8  | 9.2  | 14.8 | 34.6 | 37.2 |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 7% Company Car                              | 81% No   | 91% No   | 100% Not Eligible                                |
| 0% Car Allowance                            | 19% Yes  | 9% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 92% Not Eligible                            |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 83% No   | 81% No   | 66% No   |
| 0% Yes                                      | 17% Yes  | 19% Yes  | 34% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 87% No                                      |  |  |  |
| 13% Yes                                     |  |  |  |

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2015 Energy Services MMPS Compensation Survey – Canada  
 Perquisites and Allowances Summary Table  
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 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 6   | 76    | 3.8  | ---  | 1.0  | 2.2  | 7.8  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 9   | 138   | 0.6  | ---  | 0.4  | 0.5  | 0.8  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 10  | 120   | 31.0 | 9.3  | 20.8 | 24.1 | 42.0 | 72.9 |
| Performance Awards/Project Bonus Amount                   | 4   | 20    | 5.5  | ---  | ---  | 4.8  | ---  | ---  |
| Total Perquisites   | 20  | 243   | 7.0  | 0.5  | 1.4  | 5.2  | 9.0  | 20.5 |
| Total Variable Payments – Excluding Actual Bonus          | 17  | 157   | 25.1 | 4.3  | 9.8  | 23.4 | 34.3 | 53.8 |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 5% Company Car                              | 78% No   | 93% No   | 100% Not Eligible                                |
| 0% Car Allowance                            | 22% Yes  | 7% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 95% Not Eligible                            |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 87% No   | 83% No   | 66% No   |
| 0% Yes                                      | 13% Yes  | 17% Yes  | 34% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 72% No                                      |  |  |  |
| 28% Yes                                     |  |  |  |

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



Function : EOP – Natural Resources Exploration/Oper/Prod  
Level : M3 – Senior Manager (M3)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 6   | 48    | 6.4  | ---  | 1.0  | 8.5  | 9.6  | ---  |
| Other Perquisite Amount                                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 7   | 88    | 0.7  | ---  | 0.4  | 0.5  | 1.0  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 7   | 27    | 43.3 | ---  | 25.2 | 30.8 | 58.1 | ---  |
| Performance Awards/Project Bonus Amount                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 17  | 152   | 9.9  | 0.5  | 2.3  | 8.0  | 12.3 | 24.5 |
| Total Variable Payments – Excluding Actual Bonus          | 11  | 48    | 34.1 | 2.8  | 20.6 | 27.5 | 41.9 | 91.8 |

**Car Eligibility**

4% Company Car  
7% Car Allowance  
0% Choice of Car or Allowance  
89% Not Eligible

**Flexible Perquisites Eligibility**

70% No  
30% Yes

**Other Perquisites Eligibility**

87% No  
13% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

88% No  
12% Yes

**Performance Award/Project Bonus Eligibility**

85% No  
15% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
33% Yes

**Transportation Allowance Eligibility**

63% No  
37% Yes

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TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 6   | 34    | 10.2 | ---  | 7.3  | 9.8  | 14.2 | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 9   | 44    | 14.2 | ---  | 11.6 | 15.5 | 17.5 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 5   | 18    | 26.4 | ---  | 7.9  | 31.0 | 42.6 | ---  |

**Car Eligibility**

0% Company Car  
10% Car Allowance  
0% Choice of Car or Allowance  
90% Not Eligible

**Flexible Perquisites Eligibility**

45% No  
55% Yes

**Other Perquisites Eligibility**

82% No  
18% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

82% No  
18% Yes

**Performance Award/Project Bonus Eligibility**

91% No  
9% Yes

**Recreation/Wellness Allowance Eligibility**

82% No  
18% Yes

**Transportation Allowance Eligibility**

54% No  
46% Yes

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 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |  |   |  |
|--|--|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>86% No<br>14% Yes                                     | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>91% No<br>9% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>86% No<br>14% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>71% No<br>29% Yes  |
| <b>Transportation Allowance Eligibility</b><br>97% No<br>3% Yes  |  |   |  |

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 TOTAL SAMPLE



**Function : EOP – Natural Resources Exploration/Oper/Prod**  
**Level : P3 – Career (P3)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 32    | 7.2  | ---  | ---  | 5.1  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |  |   |  |
|--|--|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>80% No<br>20% Yes                                     | <b>Other Perquisites Eligibility</b><br>85% No<br>15% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>91% No<br>9% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>90% No<br>10% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>80% No<br>20% Yes  |
| <b>Transportation Allowance Eligibility</b><br>96% No<br>4% Yes  |  |   |  |

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**Function : EOP – Natural Resources Exploration/Oper/Prod**  
**Level : P4 – Specialist (P4)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 6   | 42    | 0.6  | ---  | 0.3  | 0.4  | 0.8  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 5   | 21    | 29.6 | ---  | 16.4 | 22.3 | 46.5 | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 10  | 60    | 6.5  | 0.2  | 0.4  | 1.1  | 10.5 | 28.5 |
| Total Variable Payments – Excluding Actual Bonus          | 7   | 32    | 24.6 | ---  | 14.2 | 18.5 | 31.3 | ---  |

**Car Eligibility**

4% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 96% Not Eligible

**Flexible Perquisites Eligibility**

77% No  
 23% Yes

**Other Perquisites Eligibility**

93% No  
 7% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

81% No  
 19% Yes

**Performance Award/Project Bonus Eligibility**

77% No  
 23% Yes

**Recreation/Wellness Allowance Eligibility**

58% No  
 42% Yes

**Transportation Allowance Eligibility**

76% No  
 24% Yes

*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



**Function : EOP – Natural Resources Exploration/Oper/Prod**  
**Level : P5 – Master (P5)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 4   | 24    | 2.8  | ---  | ---  | 2.9  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 4   | 33    | 0.7  | ---  | ---  | 0.5  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 4   | 9     | 21.8 | ---  | ---  | 23.9 | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 9   | 60    | 10.1 | ---  | 4.0  | 5.9  | 17.8 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 7   | 24    | 23.5 | ---  | 13.1 | 22.3 | 27.4 | ---  |

**Car Eligibility**

4% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 96% Not Eligible

**Flexible Perquisites Eligibility**

60% No  
 40% Yes

**Other Perquisites Eligibility**

84% No  
 16% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

90% No  
 10% Yes

**Performance Award/Project Bonus Eligibility**

80% No  
 20% Yes

**Recreation/Wellness Allowance Eligibility**

60% No  
 40% Yes

**Transportation Allowance Eligibility**

59% No  
 41% Yes

*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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 19    | 16.1 | ---  | ---  | 14.6 | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|   |   |   |  |
|---|---|---|--|
| <b>Car Eligibility</b><br>6% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>94% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>50% No<br>50% Yes                                      | <b>Other Perquisites Eligibility</b><br>63% No<br>38% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes  | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>81% No<br>19% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>75% No<br>25% Yes  |
| <b>Transportation Allowance Eligibility</b><br>19% No<br>81% Yes  |   |   |  |

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

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

TOWERS WATSON 

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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 6   | 136   | 0.6  | ---  | 0.4  | 0.5  | 0.8  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 8   | 165   | 4.4  | ---  | 0.5  | 3.0  | 8.4  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 8   | 122   | 11.7 | ---  | 4.1  | 6.3  | 16.1 | ---  |

**Car Eligibility**

2% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
98% Not Eligible

**Flexible Perquisites Eligibility**

92% No  
8% Yes

**Other Perquisites Eligibility**

92% No  
8% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

89% No  
11% Yes

**Performance Award/Project Bonus Eligibility**

77% No  
23% Yes

**Recreation/Wellness Allowance Eligibility**

54% No  
46% Yes

**Transportation Allowance Eligibility**

83% No  
17% Yes

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



**Function : EOP – Natural Resources Exploration/Oper/Prod**  
**Level : T2 – Intermediate (T2)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 8   | 600   | 0.5  | ---  | 0.3  | 0.4  | 0.5  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 5   | 215   | 14.6 | ---  | 11.8 | 15.2 | 17.2 | ---  |
| Performance Awards/Project Bonus Amount                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 11  | 703   | 5.1  | 0.3  | 0.5  | 1.2  | 9.9  | 19.4 |
| Total Variable Payments – Excluding Actual Bonus          | 10  | 401   | 14.0 | 0.7  | 3.6  | 8.0  | 18.8 | 54.4 |

|   |   |   |  |
|---|---|---|--|
| <b>Car Eligibility</b><br>4% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>96% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>88% No<br>13% Yes                                      | <b>Other Perquisites Eligibility</b><br>93% No<br>7% Yes                | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes  | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>87% No<br>13% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>81% No<br>19% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>55% No<br>45% Yes  |
| <b>Transportation Allowance Eligibility</b><br>89% No<br>11% Yes  |   |   |  |

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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



**Function : EOP – Natural Resources Exploration/Oper/Prod**  
**Level : T3 – Senior (T3)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 7   | 982   | 0.6  | ---  | 0.3  | 0.5  | 0.5  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 6   | 428   | 21.3 | ---  | 13.6 | 19.0 | 28.5 | ---  |
| Performance Awards/Project Bonus Amount                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 12  | 1367  | 5.0  | 0.3  | 0.5  | 2.0  | 4.9  | 22.5 |
| Total Variable Payments – Excluding Actual Bonus          | 12  | 723   | 18.5 | 1.0  | 5.8  | 10.2 | 25.3 | 62.7 |

**Car Eligibility**

5% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
95% Not Eligible

**Flexible Perquisites Eligibility**

80% No  
20% Yes

**Other Perquisites Eligibility**

95% No  
5% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

87% No  
13% Yes

**Performance Award/Project Bonus Eligibility**

79% No  
21% Yes

**Recreation/Wellness Allowance Eligibility**

59% No  
41% Yes

**Transportation Allowance Eligibility**

90% No  
10% Yes

*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



Function : EOP – Natural Resources Exploration/Oper/Prod  
 Level : T4 – Lead (T4)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 7   | 985   | 0.6  | ---  | 0.4  | 0.5  | 0.5  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 7   | 593   | 21.3 | ---  | 15.8 | 18.2 | 25.9 | ---  |
| Performance Awards/Project Bonus Amount                   | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 12  | 1203  | 5.3  | 0.4  | 0.5  | 2.8  | 6.8  | 20.8 |
| Total Variable Payments – Excluding Actual Bonus          | 13  | 889   | 23.0 | 7.2  | 10.4 | 15.8 | 31.1 | 59.5 |

|   |   |   |  |
|---|---|---|--|
| <b>Car Eligibility</b><br>3% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>97% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>82% No<br>18% Yes                                      | <b>Other Perquisites Eligibility</b><br>93% No<br>7% Yes                | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes  | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>87% No<br>13% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>82% No<br>18% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>64% No<br>36% Yes  |
| <b>Transportation Allowance Eligibility</b><br>89% No<br>11% Yes  |   |   |  |

All values in Canadian Dollar  
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 Company weighted statistics  
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2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



Function : EOP – Natural Resources Exploration/Oper/Prod  
Level : W1 – Entry (W1)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 5   | 48    | 2.7  | ---  | 0.7  | 1.2  | 5.5  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 4   | 17    | 6.8  | ---  | ---  | 6.6  | ---  | ---  |

|  |  |   |  |
|--|--|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>83% No<br>17% Yes                                     | <b>Other Perquisites Eligibility</b><br>83% No<br>17% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>96% No<br>4% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>50% No<br>50% Yes  |
| <b>Transportation Allowance Eligibility</b><br>89% No<br>11% Yes   |  |   |  |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



Function : EOP – Natural Resources Exploration/Oper/Prod  
Level : W2 – Intermediate (W2)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 105   | 2.3  | ---  | ---  | 0.9  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |  |   |  |
|--|--|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>83% No<br>17% Yes                                     | <b>Other Perquisites Eligibility</b><br>83% No<br>17% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>99% No<br>1% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>100% No<br>0% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>67% No<br>33% Yes  |
| <b>Transportation Allowance Eligibility</b><br>82% No<br>18% Yes   |  |   |  |

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



**Function : EOP – Natural Resources Exploration/Oper/Prod**  
**Level : W3 – Senior (W3)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 94    | 2.5  | ---  | ---  | 1.5  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**

83% No  
 17% Yes

**Other Perquisites Eligibility**

83% No  
 17% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

97% No  
 3% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
 0% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
 33% Yes

**Transportation Allowance Eligibility**

80% No  
 20% Yes

*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



**Function : EOP – Natural Resources Exploration/Oper/Prod**  
**Level : W4 – Lead (W4)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 62    | 3.1  | ---  | ---  | 2.5  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**

83% No  
 17% Yes

**Other Perquisites Eligibility**

83% No  
 17% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

100% No  
 0% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
 0% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
 33% Yes

**Transportation Allowance Eligibility**

67% No  
 33% Yes

*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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



**Function : EOR – Refinery/Manufacturing Operations**  
**Level : M1 – Supervisor (M1)**

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 4          | 75           | 0.4         | ---         | ---         | 0.5         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 3          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 5          | 79           | 2.4         | ---         | 0.4         | 0.5         | 5.5         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 7          | 90           | 10.0        | ---         | 4.1         | 6.3         | 13.9        | ---         |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>100% No<br>0% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>95% No<br>5% Yes                | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>83% No<br>17% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>67% No<br>33% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>56% No<br>44% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>96% No<br>4% Yes  |  |  |   |

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2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



Function : EOR – Refinery/Manufacturing Operations  
Level : M2 – Manager (M2)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 5   | 24    | 0.5  | ---  | 0.4  | 0.5  | 0.8  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 7   | 28    | 2.6  | ---  | 0.4  | 0.5  | 5.9  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 7   | 27    | 19.5 | ---  | 5.9  | 11.8 | 45.5 | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>100% No<br>0% Yes                                      | <b>Other Perquisites Eligibility</b><br>83% No<br>17% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>83% No<br>17% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>58% No<br>42% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>50% No<br>50% Yes  |
| <b>Transportation Allowance Eligibility</b><br>92% No<br>8% Yes  |   |   |  |

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 4   | 14    | 0.6  | ---  | ---  | 0.5  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 5   | 15    | 11.3 | ---  | 2.9  | 8.3  | 21.2 | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 0% Company Car                              | 100% No  | 92% No   | 100% Not Eligible                                |
| 24% Car Allowance                           | 0% Yes   | 8% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 76% Not Eligible                            |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 92% No   | 67% No   | 33% No   |
| 0% Yes                                      | 8% Yes   | 33% Yes  | 67% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 58% No                                      |  |  |  |
| 42% Yes                                     |  |  |  |

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



**Function : EOR – Refinery/Manufacturing Operations**  
**Level : P3 – Career (P3)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 4   | 14    | 7.8  | ---  | ---  | 5.2  | ---  | ---  |

**Car Eligibility**

0% Company Car  
 0% Car Allowance  
 0% Choice of Car or Allowance  
 100% Not Eligible

**Flexible Perquisites Eligibility**

100% No  
 0% Yes

**Other Perquisites Eligibility**

100% No  
 0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

80% No  
 20% Yes

**Performance Award/Project Bonus Eligibility**

40% No  
 60% Yes

**Recreation/Wellness Allowance Eligibility**

60% No  
 40% Yes

**Transportation Allowance Eligibility**

100% No  
 0% Yes

*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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



Function : EOR – Refinery/Manufacturing Operations  
Level : P4 – Specialist (P4)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>100% No<br>0% Yes                                      | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>76% No<br>24% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>50% No<br>50% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>50% No<br>50% Yes  |
| <b>Transportation Allowance Eligibility</b><br>99% No<br>1% Yes  |   |   |  |

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>100% No<br>0% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>100% No<br>0% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>75% No<br>25% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>60% No<br>40% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>60% No<br>40% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>80% No<br>20% Yes   |  |  |   |

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

2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE



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

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

|  |   |   |  |
|--|---|---|--|
| <b>Car Eligibility</b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b>Flexible Perquisites Eligibility</b><br>100% No<br>0% Yes                                      | <b>Other Perquisites Eligibility</b><br>100% No<br>0% Yes               | <b>Financial Counseling Eligibility</b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b>Company Profit Sharing Eligibility</b><br>100% No<br>0% Yes   | <b>Northern Living Allowance/ Remote Location Premium Amount Eligibility</b><br>73% No<br>27% Yes | <b>Performance Award/Project Bonus Eligibility</b><br>25% No<br>75% Yes | <b>Recreation/Wellness Allowance Eligibility</b><br>50% No<br>50% Yes  |
| <b>Transportation Allowance Eligibility</b><br>89% No<br>11% Yes   |   |   |  |

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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



**Function : EOT – Transportation and Pipeline**  
**Level : M1 – Supervisor (M1)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 4   | 26    | 18.4 | ---  | ---  | 20.2 | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 5   | 231   | 0.7  | ---  | 0.5  | 0.8  | 1.0  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 5   | 30    | 26.5 | ---  | 8.7  | 32.7 | 41.1 | ---  |

| <u>Car Eligibility</u>        |
|-------------------------------|
| 0% Company Car                |
| 0% Car Allowance              |
| 0% Choice of Car or Allowance |
| 100% Not Eligible             |

| <u>Flexible Perquisites Eligibility</u> |
|---|
| 89% No                                  |
| 11% Yes                                 |

| <u>Other Perquisites Eligibility</u> |
|--------------------------------------|
| 100% No                              |
| 0% Yes                               |

| <u>Financial Counseling Eligibility</u> |
|---|
| 100% Not Eligible                       |
| 0% Full Financial Counseling            |
| 0% Tax Counseling Only                  |

| <u>Company Profit Sharing Eligibility</u> |
|---|
| 100% No                                   |
| 0% Yes                                    |

| <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> |
|--|
| 78% No   |
| 22% Yes  |

| <u>Performance Award/Project Bonus Eligibility</u> |
|--|
| 86% No   |
| 14% Yes  |

| <u>Recreation/Wellness Allowance Eligibility</u> |
|--|
| 67% No   |
| 33% Yes  |

| <u>Transportation Allowance Eligibility</u> |
|---|
| 98% No                                      |
| 2% Yes                                      |

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**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



**Function : EOT – Transportation and Pipeline**  
**Level : M2 – Manager (M2)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 3   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 6   | 116   | 3.1  | ---  | 0.6  | 0.9  | 7.9  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 4   | 7     | 26.0 | ---  | ---  | 25.6 | ---  | ---  |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>86% No<br>14% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>100% No<br>0% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>89% No<br>11% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>82% No<br>18% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>64% No<br>36% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>80% No<br>20% Yes   |  |  |   |

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*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  
 Perquisites and Allowances Summary Table  
 August 2015  
 TOTAL SAMPLE



**Function : EOT – Transportation and Pipeline**  
**Level : M3 – Senior Manager (M3)**

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 21    | 5.4  | ---  | ---  | 4.1  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

**Car Eligibility**

0% Company Car  
 6% Car Allowance  
 0% Choice of Car or Allowance  
 94% Not Eligible

**Flexible Perquisites Eligibility**

67% No  
 33% Yes

**Other Perquisites Eligibility**

100% No  
 0% Yes

**Financial Counseling Eligibility**

100% Not Eligible  
 0% Full Financial Counseling  
 0% Tax Counseling Only

**Company Profit Sharing Eligibility**

100% No  
 0% Yes

**Northern Living Allowance/ Remote Location Premium Amount Eligibility**

98% No  
 2% Yes

**Performance Award/Project Bonus Eligibility**

100% No  
 0% Yes

**Recreation/Wellness Allowance Eligibility**

67% No  
 33% Yes

**Transportation Allowance Eligibility**

83% No  
 17% Yes

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  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

Function : EOT – Transportation and Pipeline  
Level : P3 – Career (P3)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 4   | 30    | 0.6  | ---  | ---  | 0.6  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

| <u>Car Eligibility</u>                      | <u>Flexible Perquisites Eligibility</u>                                      | <u>Other Perquisites Eligibility</u>               | <u>Financial Counseling Eligibility</u>          |
|---|--|--|--|
| 0% Company Car                              | 88% No   | 100% No  | 100% Not Eligible                                |
| 0% Car Allowance                            | 13% Yes  | 0% Yes   | 0% Full Financial Counseling                     |
| 0% Choice of Car or Allowance               |  |  | 0% Tax Counseling Only                           |
| 100% Not Eligible                           |  |  |  |
| <u>Company Profit Sharing Eligibility</u>   | <u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u> | <u>Performance Award/Project Bonus Eligibility</u> | <u>Recreation/Wellness Allowance Eligibility</u> |
| 100% No                                     | 100% No  | 100% No  | 75% No   |
| 0% Yes                                      | 0% Yes   | 0% Yes   | 25% Yes  |
| <u>Transportation Allowance Eligibility</u> |  |  |  |
| 92% No                                      |  |  |  |
| 8% Yes                                      |  |  |  |

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

**2015 Energy Services MMPS Compensation Survey – Canada**  
**Perquisites and Allowances Summary Table**  
**August 2015**  
**TOTAL SAMPLE**



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

|   | <b>Cos</b> | <b>Cases</b> | <b>Mean</b> | <b>10th</b> | <b>25th</b> | <b>50th</b> | <b>75th</b> | <b>90th</b> |
|---|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Car Allowance   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Cost of New Car   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Flexible Perquisites Amount                               | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Other Perquisite Amount                                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Financial and Tax Counseling Amount                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Recreation/Wellness Allowance Amount                      | 1          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Number of Clubs   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Initiation Fee                                       | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Club Annual Fee   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Company Profit Sharing Amount                             | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Northern Living Allowance/ Remote Location Premium Amount | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Performance Awards/Project Bonus Amount                   | 0          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |
| Total Perquisites   | 4          | 22           | 0.8         | ---         | ---         | 0.9         | ---         | ---         |
| Total Variable Payments – Excluding Actual Bonus          | 2          | ---          | ---         | ---         | ---         | ---         | ---         | ---         |

|   |  |  |   |
|---|--|--|---|
| <b><u>Car Eligibility</u></b><br>0% Company Car<br>0% Car Allowance<br>0% Choice of Car or Allowance<br>100% Not Eligible | <b><u>Flexible Perquisites Eligibility</u></b><br>71% No<br>29% Yes                                      | <b><u>Other Perquisites Eligibility</u></b><br>100% No<br>0% Yes               | <b><u>Financial Counseling Eligibility</u></b><br>100% Not Eligible<br>0% Full Financial Counseling<br>0% Tax Counseling Only |
| <b><u>Company Profit Sharing Eligibility</u></b><br>100% No<br>0% Yes   | <b><u>Northern Living Allowance/ Remote Location Premium Amount Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Performance Award/Project Bonus Eligibility</u></b><br>100% No<br>0% Yes | <b><u>Recreation/Wellness Allowance Eligibility</u></b><br>86% No<br>14% Yes  |
| <b><u>Transportation Allowance Eligibility</u></b><br>89% No<br>11% Yes   |  |  |   |

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2015 Energy Services MMPS Compensation Survey – Canada  
Perquisites and Allowances Summary Table  
August 2015  
TOTAL SAMPLE

TOWERS WATSON 

Function : EOT – Transportation and Pipeline  
Level : T1 – Entry (T1)

|   | Cos | Cases | Mean | 10th | 25th | 50th | 75th | 90th |
|---|-----|-------|------|------|------|------|------|------|
| Car Allowance   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Cost of New Car   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Flexible Perquisites Amount                               | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Other Perquisite Amount                                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Financial and Tax Counseling Amount                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Recreation/Wellness Allowance Amount                      | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Number of Clubs   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Initiation Fee                                       | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Club Annual Fee   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Company Profit Sharing Amount                             | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Northern Living Allowance/ Remote Location Premium Amount | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Performance Awards/Project Bonus Amount                   | 0   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Perquisites   | 1   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |
| Total Variable Payments – Excluding Actual Bonus          | 2   | ---   | ---  | ---  | ---  | ---  | ---  | ---  |

Car Eligibility

0% Company Car  
0% Car Allowance  
0% Choice of Car or Allowance  
100% Not Eligible

Flexible Perquisites Eligibility

100% No  
0% Yes

Other Perquisites Eligibility

100% No  
0% Yes

Financial Counseling Eligibility

100% Not Eligible  
0% Full Financial Counseling  
0% Tax Counseling Only

Company Profit Sharing Eligibility

100% No  
0% Yes

Northern Living Allowance/ Remote Location Premium Amount Eligibility

73% No  
27% Yes

Performance Award/Project Bonus Eligibility

75% No  
25% Yes

Recreation/Wellness Allowance Eligibility

50% No  
50% Yes

Transportation Allowance Eligibility

100% No  
0% Yes

All values in Canadian Dollar

Effective date April 01, 2015

Company weighted statistics

All monetary values in thousands

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