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III. SURVEY PARTICIPANTS

Akita Drilling Ltd.
Apex Distribution Inc.
Arcis Seismic Solutions Corp.
Aveda Transportation and Energy Services Inc.
Baker Hughes Canada Company
Big Eagle Services
Black Diamond Group Limited
BOS Solutions Ltd.
Calfrac Well Services Ltd.
Cameron Canada Corporation
CanElsion Drilling Inc.
Cathedral Energy Services Ltd.
CEDA International Corporation
Civeo Corporation (formerly PTI Group Inc.)
Clean Harbors Energy and Industrial Services
Corpro Canada Ltd. (ALS Corpro)
C-Tech Oilwell Technologies, Inc.
CWC Energy Services Corp.
Doran Stewart Oilfield Services (1990) Ltd.
DynaEnergetics Canada Inc.
Energetic Services Inc.
Enersul Inc.
Ensign Energy Services Inc.
ENTREC Corporation
EVRAZ Inc NA
Ferus Inc.
Firemaster Oilfield Services Inc.
Flexpipe Systems Inc.

FMC Technologies Canada Ltd. (formerly Pure Energy Services Ltd.)
FMC Technologies Company
Forum Energy Technologies
GASFRAC Energy Services Inc.
GE Oil & Gas Pressure Control Canada Inc.
Gibson Energy Inc.
Halliburton Group Canada
Hallmark Tubulars Ltd.
Hi-Kalibre Equipment Ltd.
Import Tool Corp. Ltd.
Ironline Compression Limited Partnership
Katch Kan Ltd.
Kayden Industries Limited Partnership
Keane Completions CN Corp.
Logan Completion Systems Inc.
McCoy Corporation
Momentive Specialty Chemicals Canada Inc.
Nalco Champion, An Ecolab Company
National Oilwell Varco
NCS Oilfield Services
Newalta Corporation
Owen Oil Tools, a Division of Core Laboratories Canada Ltd.
Patterson - UTI Drilling Canada Limited
Precision Drilling Corporation
PROMORE, a Division of Core Laboratories Canada Ltd.
ProTechnics, a Division of Core Laboratories Canada Ltd.
Pulse Seismic Inc.

Resource Well Completion Technologies Inc.
Rockwater Energy Solutions Canada Inc.
Roll'n Oilfield Industries Ltd.
Sabre Well Servicing Inc.
Sanjel Corporation
Savanna Energy Services Corp.
Saxon Energy Services Inc.
Schlumberger Canada Ltd.
STEP Energy Services Ltd.
Strad Energy Services Ltd.
Stream-Flo Industries Ltd.
Strike Energy Services Inc.
Summit Liability Solutions Inc.
Tarpon Energy Services Ltd.
Tenaris Global Services (Canada) Inc.
Tervita Corporation
Tier 1 Energy Solutions Inc.
Total Enerflex
Total Energy Services Inc.
Trican Well Service Ltd.
Trinidad Drilling Ltd.
United Safety Ltd.
Weatherford Canada Partnership
Weir Oil and Gas
Willbros Canada
Wrangler Rentals Ltd.

IV. GUIDELINES FOR USING SURVEY DATA

A. Methodology

Comprehensive questionnaires outlining survey requirements were distributed to all participants at the outset of the process. All participants were asked to attend an information session that provided an overview of the survey process, guidelines for completing the survey, and matching to the benchmark positions. Survey data were collected from participants through paper questionnaires or electronically, effective May 1, 2014. All data submissions were reviewed thoroughly prior to inclusion in the database; where data were missing or seemed inappropriate, participants were contacted for verification. Extreme or questionable data may have been removed from the sample.

Reporting requirements: A minimum of 3 companies are required before any statistics will be displayed. Averages require a minimum of three data points, medians (P50) require a minimum of four data points, quartiles (P25 & P75) require a minimum of five data points and deciles (P10 & P90) require a minimum of ten data points.

B. Matching Your Jobs

- When making comparisons to survey data, the first step should always be to compare the duties of the position under consideration to the benchmark description. This description formed the basis for the collection of the survey data.
- Job titles should not be used in isolation since they can often be misleading as to job content.
- Do not base matches solely on reporting relationships. Reporting relationships can vary significantly between organizations, organization structures and management styles and do not always reflect seniority level.
- Your job should match at least 70% of the benchmark description for a valid comparison. If it does not, then it is not a good match.
- If your position is a hybrid job that has significant responsibilities in more than one functional area consider adding a premium to the benchmark position it matches the best, or creating a composite rate of pay based on the market data from several benchmark roles.

C. General Guidelines

Following are some general guidelines to consider when interpreting survey results:

- Review the benchmark description to ensure your position is a reasonable match to the job under consideration.
- Look for the categories that provide the best match to your organization in terms of its industry focus, revenue size or number of employees. Refer to the appropriate data categories. Please note that the industry summary refers to the position itself, not necessarily the organization.

- To determine a competitive level of compensation, review all the elements listed even if your organization does not offer them.
- Consider sample size, i.e., number of organizations/incumbents. Larger sample sizes may provide more reliable data.
- Unless otherwise indicated, all cash compensation data are reported IN THE PDF on a **company-weighted basis**, that is, if an organization reported data for more than one salaried incumbent in a position, all salaried data have been tabulated to provide only one match per organization per position. Similarly, where hourly or day rate data alone have been provided for more than one incumbent in a position, these rates have been tabulated to provide only one match per organization per position. It is possible that an organization may have incumbents reported in all three compensation categories (salaried, hourly, day rate). It is also possible that organizations may have reported a combination of compensation rates, e.g., annual salary + day rate.
- Compare the actual base salary to the median. The average actual base pay can be influenced by a number of factors, e.g., job performance, length of time in job, extreme high or low salaries, etc. The median is affected by the number of observations included in the sample, as well as the range of the salaries being reported. Where there is a large sample size, the average and the median may appear relatively close; when the two figures differ considerably, refer to P25 and P75 data to determine why such a difference may be occurring.
- If your policy is to pay below or above the market average you should refer to the P25 or P75 data.

D. Updating Survey Data

Compensation surveys reflect a snapshot in time when the data was collected and published. An update factor is commonly applied to survey data in order to keep pace with changes in the marketplace that may have occurred since the data was collected. A typical approach is to use anticipated salary growth (represented by current data on salary increase budgets) in conjunction with the number of months elapsed since the salary data was collected, as illustrated in the following example:

1. Divide the current year budgeted salary increase (6% for example) by 12 (the number of months in a year).

$$6.0\% / 12 = 0.5\%$$
2. Multiply the prorated monthly budgeted salary increase (0.5% for this example) by the number of elapsed months since the effective date of the data. Assuming the effective date of the data was May 1 and the desired update is September 1, 4 months have elapsed for purposes of this example.

$$0.5\% \times 4 = 2\%$$
3. Multiply the base salary by the update factor. Add this to the annual base salary to determine the predicted base salary at September 1.

$$\$50,000 \times 2\% = \$1,000$$

Predicted Base Salary at September 1: $\$50,000 + \$1,000 = \$51,000$

V. DEFINITIONS

Annual Base Salary: The annual salary paid to an incumbent; does not include any overtime payments, allowances, cash bonus or stock options.

Average: Often referred to as "Mean", is calculated by adding all occurrences of data in a set and then dividing the sum by the number of items in the set.

Average - Co. Wtd.: Data are averaged for each company and the sum of all company averages is then divided by the number of companies included in the data set.

Average - Inc. Wtd.: The data is weighted by the total number of incumbents included in each job match.

Bonus: Typically a lump sum payment earned the previous year and received early the following year. Does not include field pay.

Bonus Eligibility: Eligibility of position (not incumbent) to receive a cash bonus.

Bonus Amount Received: Based on amounts actually received by an incumbent. Annual bonus payments less than \$100 are not included. Safety program payments are included here. Does not include field pay.

Bonus Payout as % of Base: Based on those organizations reporting both a base salary and a bonus amount. Bonus is expressed as a % of the current year's annual salary. Reported for salaried incumbents only. Does not include field pay.

Bonus Target as % of Base: Expressed as a percentage of base salary or annual base earnings. This target is intended to reflect a "normal" operating year in terms of profits; the target is not necessarily the maximum achievable bonus target.

Car Allowance - Annual Value: The average annual value of car allowance payments made to incumbents for the use of their own vehicle.

Commission: A sum of money usually earned upon completion of a sale of product/service, after reaching certain agreed sales quotas/targets. Commission is different from bonus.

Day Rate - Standard: The standard daily rate paid to an incumbent; does not include expense reimbursement or allowances.

Day Rate - Specialist: The daily rate paid to an incumbent in addition to the Standard Day Rate for performing select jobs or utilizing specialized equipment.

Discretionary Payment: Monies provided outside of regular incentive programs (e.g., bonus, profit sharing, commission, field pay); reasons for discretionary awards vary and may include attraction/retention, special personal recognition, exceptional corporate performance, or 'just because'.

Field Pay: The actual annualized field pay paid over and above base pay for successful completion of field jobs; includes annualized day rates. It is also called Job Bonus.

Hourly Rate: The standard hourly rate paid to an incumbent; does not include any overtime rate adjustments.

Isolation Allowance: Monthly payments to employees working in remote or camp areas.

Leased Vehicle - Annual Payments: The average annual value of lease payments made on behalf of incumbents who have full use of a company-leased vehicle.

Living Allowance (also known as Northern Living Allowance): Monthly amount paid to those individuals working in areas who are eligible for cost-of-living premiums.

Location Allowance: Monthly amount paid to those individuals working in specific locations which are not considered desirable. Does not include those working in remote or camp areas.

Mileage Reimbursement - Diesel: The average amount reimbursed per kilometer for diesel vehicles.

Mileage Reimbursement - Gas: The average amount reimbursed per kilometer for gas vehicles.

No. of Incumb: The total number of incumbents represented in the sample for which a base salary, hourly rate or day rate has been reported.

No. of Orgs: The number of organizations reporting specific data and included in the sample.

Overtime: Reflects time worked in excess of the standard work day or standard work week. Overtime may be captured on a formal or informal basis, and may be awarded as time in lieu, cash only, or a combination of both. For purposes of this survey, eligibility for overtime and annual overtime earnings paid in cash are reported.

Percentile: A measure of location in a distribution of numbers, which defines the value above and below which a given percentage of the data falls.

P10: First Decile (10th Percentile). Represents the data point above which 90%, and below which 10%, of the total observations fall when arranged in descending order.

P25: First Quartile (25th Percentile, Q1). Represents the data point above which 75%, and below which 25%, of the total observations fall when arranged in descending order. Together with the 75th percentile, a range of data can be determined that eliminates extremes in the sample and attempts to reveal a more realistic dispersion of data.

P50/Median: Second Quartile (50th Percentile, Q2). Represents the point within the sample where half of the values lie above and half fall below when arranged in descending order.

P75: Third Quartile (75th Percentile, Q3). Represents the data point above which 25%, and below which 75%, of the total observations fall when arranged in descending order. Together with the 25th percentile, a range of data can be determined that eliminates extremes in the sample and attempts to reveal a more realistic dispersion of data.

P90: Ninth Decile (90th Percentile). Represents the point above which 10%, and below which 90% of the total observations fall when arranged in descending order.

Preferred Education: High School, College, Bachelor, Masters. Number of incumbents reported with the level of preferred education for the position.

Purchased Vehicle - Max Replacement Value: The average maximum 2014 vehicle purchase price reported by participants for a company-purchased vehicle for business and personal use.

Quality of Match: Participants ranked the closeness of their position to the benchmark position. Results are based on the number of organizations responding. Quality of match refers to Very Close (90% to 100% of benchmark description), Less Than Description (70% to 90%), and More Than Description (110% to 130%).

Scope: A measure of the size of responding organizations. Under Annual Sales Summary, median scope are reported in \$millions, and reflect annual sales; under Total Employee Summary, the scope reflects the median total number of Canadian employees (excluding contractors).

Starting Salary: The formal hiring or start rate for the position (not incumbent).

Total Annual Cash - All: The sum of annual base salary plus any standard additional cash compensation (field pay, commission and/or bonus). Does not include allowances. Does not include ad hoc/discretionary income unless otherwise stated.

Total Annual Cash - Field Pay Received: The sum of annual base salary plus any additional cash compensation (field pay, commission and/or bonus). **Only includes responses for organizations for which a field pay amount is reported.** Does not include allowances. Does not include ad hoc/discretionary income unless otherwise stated.

Note: Many readers of survey reports wonder why if, by definition base plus bonuses/commission paid equals total cash compensation, a statistic for base salary added to the same statistic for bonuses/commission does not yield the same statistic for total cash compensation.

There are two reasons for this:

- 1. While the statistics pertaining to annual base salary reflect all employees matched to a given benchmark job, the statistics pertaining to incentive payments (e.g., bonus, commission, field pay) are based only on the employees who actually received a payment. The total cash compensation statistics are calculated based on all employees; i.e., total cash is first calculated on an employee-by-employee basis. For employees who did not receive an incentive payment, their total cash equals their base salary.*
- 2. The second reason that they will not add up to the total cash compensation statistic is that percentiles by their very nature are not additive. If the median base salary added to the median bonus or commission equals the median total cash compensation it is purely a coincidence.*

XII. POSITION CODE/TITLE LISTING

The following lists indicate all 280 benchmark positions covered in this year's Survey - by functional position area, standard title, and position code (with standard title). You may observe that not all "functional" positions will fall together in numerical sequence. There are a couple of reasons for this, including:

- All benchmark positions beginning with "9" (e.g., 9201) belong to the PSAC Total Compensation Survey; all others belong to Towers Watson.
- As new benchmark positions are added, particularly to a functional area where the benchmarks predominately originate from Towers Watson (e.g., finance), it is not always possible to assign a new position code in numerical or hierarchical order.

We present several benchmark lists as follows, and welcome your comments and suggestions on ways to improve the listing:

BENCHMARKS SORTED BY FUNCTIONAL AREA -- All benchmarks are grouped into 11 different "functional" areas; within each area, positions are listed using their standard benchmark title and/or position level. *See page 66.*

BENCHMARKS SORTED BY POSITION CODE -- All benchmarks are listed by position code, and show the standard benchmark title. *See page 68.*

Note: all benchmark descriptions (beginning on page 71) and all position data (beginning on page 113) are sorted by the 4-digit position code.

BENCHMARK LIST - BY FUNCTIONAL AREA

CORPORATE EXECUTIVE

1020 President and Chief Executive Officer (CEO)
 1030 President, Canadian Subsidiary
 1040 Executive VP and Chief Operating Officer
 1050 Operations Executive (Non-manufacturing)
 1070 Divisional VP/General Manager
 1080 Regional General Manager
 1240 Legal Counsel

FINANCE

4610 Accounting Clerk - Junior
 4611 Accounting Clerk - Intermediate
 4612 Accounting Clerk - Senior
 4615 Supervisor, Accounting Clerks
 4619 Accountant - Junior
 4620 Accountant - Intermediate
 4621 Accountant - Senior
 4630 Accounting Manager
 4642 Business Analyst
 4645 Financial Analyst - Junior
 4646 Financial Analyst - Intermediate
 4647 Financial Analyst - Senior
 4650 Cost Accountant
 4660 Tax Accountant
 4670 Tax Manager
 4220 Benefits Administrator
 4110 Payroll Administrator - Junior
 4111 Payroll Administrator - Intermediate
 4113 Payroll Administrator - Senior
 4114 Payroll/Benefits Administrator
 4115 Payroll Supervisor
 4117 Payroll Manager
 4751 Credit/Collections Clerk - Junior
 4752 Credit/Collections Clerk - Intermediate
 4753 Credit/Collections Clerk - Senior
 4760 Credit/Collections Manager
 4810 Treasurer
 4830 Controller
 4860 Financial Reporting Manager
 4910 Chief Financial Officer/Finance Executive

HUMAN RESOURCES

4310 Human Resource Assistant
 4319 Human Resource Generalist - Junior
 4320 Human Resource Generalist - Intermediate
 4325 Human Resource Generalist - Senior
 4330 Human Resource Manager
 4381 Recruitment Specialist - Junior
 4382 Recruitment Specialist - Intermediate
 4383 Recruitment Specialist - Senior
 4490 Human Resources Director

OFFICE



4039 Administrative Assistant - Junior
 4040 Administrative Assistant - Intermediate
 4041 Administrative Assistant - Senior
 4045 Administrative Assistant - Executive
 9410 Administration/Office Manager
 4010 Clerical - Junior
 4011 Clerical - Intermediate
 4012 Clerical - Senior/Specialist
 4070 Communications Coordinator
 4079 Communications Manager
 4975 Contracts Administration Manager
 4973 Contracts Administrator
 8425 Customer Service Manager
 8420 Customer Service Representative
 4981 Document Control Clerk - Junior
 4982 Document Control Clerk - Intermediate
 4983 Document Control Clerk - Senior
 4080 Intranet Administrator
 4060 Paralegal
 4020 Receptionist
 9501 Store Manager

MANUFACTURING/DISTRIBUTION

5101 Assembler - Junior
 5102 Assembler - Intermediate
 5103 Assembler - Senior
 9505 Bulk Plant Operator - Junior
 9506 Bulk Plant Operator - Intermediate
 9507 Bulk Plant Operator - Senior
 9520 Dispatcher
 9521 Dispatcher - Senior
 5055 Equipment Manager
 5357 Inventory Control Coordinator
 5359 Inventory Control Manager
 5001 Lead Hand
 5065 Lean Practitioner/Specialist
 5069 Lean Manager
 5020 Logistics Coordinator
 5151 Machine Operator - Junior
 5152 Machine Operator - Intermediate
 5153 Machine Operator - Senior
 9335 Machinist - 1st Year Apprentice
 9336 Machinist - 2nd Year Apprentice
 9337 Machinist - 3rd Year Apprentice
 9338 Machinist - 4th Year Apprentice
 9339 Machinist - Journeyman
 5070 Manufacturing Executive
 9455 Mechanic - Heavy Duty - 1st Year Apprentice
 9456 Mechanic - Heavy Duty - 2nd Year Apprentice
 9457 Mechanic - Heavy Duty - 3rd Year Apprentice
 9458 Mechanic - Heavy Duty - 4th Year Apprentice
 9459 Mechanic - Heavy Duty - Journeyman
 9460 Mechanic - Heavy Duty - Supervisor
 9345 Millwright - 1st Year Apprentice

9346 Millwright - 2nd Year Apprentice
 9347 Millwright - 3rd Year Apprentice
 9348 Millwright - 4th Year Apprentice
 9349 Millwright - Journeyman
 5203 Parts Person
 5014 Plant/Production Maintenance Manager
 5010 Plant Manager
 5011 Production Superintendent
 5301 Quality Control Analyst/Inspector - Junior
 5302 Quality Control Analyst/Inspector - Intern.
 5303 Quality Control Analyst/Inspector - Senior
 5073 Quality Control Manager
 5030 Scheduler/Production Planner - Junior
 5031 Scheduler/Production Planner - Intermediate
 5032 Scheduler/Production Planner - Senior
 5013 Shipper/Receiver
 9573 Shop Foreman
 5208 Shop Help/General Labourer
 5362 Supply Chain Coordinator
 5370 Supply Chain Manager
 5171 Valve Technician - Junior
 5172 Valve Technician - Intermediate
 5173 Valve Technician - Senior
 5025 Warehouse Manager
 5200 Warehouse Worker - Junior
 5201 Warehouse Worker - Intermediate
 5202 Warehouse Worker - Senior
 9535 Welder - 1st Year Apprentice
 9536 Welder - 2nd Year Apprentice
 9537 Welder - 3rd Year Apprentice
 9539 Welder - Journeyman
 9544 Welder, Non-Ticketed
 9545 Welder - Supervisor
 9570 Yard Coordinator

ENGINEERING/TECHNICAL

3120 Computer Aided Design (CAD) Designer - Junior
 3121 Computer Aided Design (CAD) Designer - Intermediate
 3122 Computer Aided Design (CAD) Designer - Senior
 3110 Computer Aided Design (CAD) Drafter - Junior
 3111 Computer Aided Design (CAD) Drafter - Intermediate
 3112 Computer Aided Design (CAD) Drafter - Senior
 3129 Computer Aided Design (CAD) Manager
 9311 Electrical Technician - Junior
 9312 Electrical Technician - Intermediate
 9313 Electrical Technician - Senior
 9305 Electrician - 1st Year Apprentice
 9306 Electrician - 2nd Year Apprentice
 9307 Electrician - 3rd Year Apprentice
 9308 Electrician - 4th Year Apprentice
 9309 Electrician - Journeyman
 3031 Engineer I
 3032 Engineer II
 3033 Engineer III

3034 Engineer IV
 3035 Engineer V
 3036 Engineer VI
 3060 Engineering Manager
 3070 Engineering Executive
 3220 Engineering Technologist - Junior
 3221 Engineering Technologist - Intermediate
 3222 Engineering Technologist - Senior
 9301 Field Engineer - Junior
 9302 Field Engineer - Intermediate
 9303 Field Engineer - Senior
 9120 Instrumentation Technologist
 9135 Instrument Technician - 1st Year Apprentice
 9136 Instrument Technician - 2nd Year Apprentice
 9137 Instrument Technician - 3rd Year Apprentice
 9138 Instrument Technician - 4th Year Apprentice
 9139 Instrument Technician - Journeyman
 3511 Laboratory Technologist - Junior
 3512 Laboratory Technologist - Intermediate
 3513 Laboratory Technologist - Senior
 3515 Laboratory Supervisor
 9251 Mechanical/Service Centre Technician - Jr.
 9252 Mechanical/Service Centre Technician - Int.
 9253 Mechanical/Service Centre Technician - Sr.
 9810 Sales Technical Support Engineer

PURCHASING

4510 Buyer - Junior
 4511 Buyer - Intermediate
 4512 Buyer - Senior
 4530 Purchasing Manager
 4535 Procurement Manager

INFORMATION TECHNOLOGY

6120 Applications Programmer/Analyst - Junior
 6121 Applications Programmer/Analyst - Interm.
 6122 Applications Programmer/Analyst - Senior
 6060 Desktop Support Technician - Junior
 6061 Desktop Support Technician - Intermediate
 6062 Desktop Support Technician - Senior
 6034 Help Desk Support
 6145 IT/IS Director
 9105 IT/IS Manager
 6081 Network Administrator - Junior
 6082 Network Administrator - Intermediate
 6083 Network Administrator - Senior
 6086 Network Analyst - Junior
 6087 Network Analyst - Intermediate

6088 Network Analyst - Senior

SALES/MARKETING

8010 Order Desk Clerk
 8020 Sales Assistant/Coordinator
 8011 Sales Representative, Inside - Junior
 8013 Sales Representative, Inside - Intermediate
 8014 Sales Representative, Inside - Senior
 8250 Sales Manager - National
 9815 Sales Manager
 9810 Sales Technical Support Engineer
 9861 Sales Representative - Junior
 9862 Sales Representative - Intermediate
 9863 Sales Representative - Senior
 9864 Sales Representative - Advanced
 8305 Marketing Coordinator
 8370 Marketing Manager
 8390 Marketing and Sales Executive
 9850 Business Development Manager

FIELD OPERATIONS

9485 Assistant Manager, Operations
 9515 Crew Coordinator/Dispatcher
 9601 Directional Drilling Operator - Junior
 9602 Directional Drilling Operator - Intermediate
 9603 Directional Drilling Operator - Senior
 9615 Directional Drilling Coordinator
 9475 District Manager
 9624 Drilling - Derrickman
 9625 Drilling - Drilling Supervisor/Driller
 9641 Drilling - Field Superintendent
 9622 Drilling - Floorhand
 9621 Drilling - Leaseman
 9623 Drilling - Motorhand
 9640 Drilling - Rig Manager
 9831 Drilling Fluid Service Representative - Junior
 9832 Drilling Fluid Service Representative - Interm.
 9833 Drilling Fluid Service Representative - Senior
 9465 Field Administrative Assistant
 9480 Field Coordinator
 9301 Field Engineer - Junior
 9302 Field Engineer - Intermediate
 9303 Field Engineer - Senior
 9711 Field Operations Supervisor - Junior
 9712 Field Operations Supervisor - Intermediate
 9713 Field Operations Supervisor - Senior
 9701 Field Operator - Junior
 9702 Field Operator - Intermediate

9703 Field Operator - Senior
 9201 Field Service Representative
 9190 Field Services Technician - Junior
 9191 Field Services Technician - Intermediate
 9192 Field Services Technician - Senior
 9921 Field Supervisor, Well Servicing - Junior
 9922 Field Supervisor, Well Servicing - Intermediate
 9923 Field Supervisor, Well Servicing - Senior
 9180 Field Technician
 9951 MWD Specialist - Junior
 9952 MWD Specialist - Intermediate
 9953 MWD Specialist - Senior
 9954 MWD Coordinator
 9490 Operations Manager I
 9491 Operations Manager II
 9492 Operations Manager III
 9493 Operations Manager IV
 9494 Operations Manager V
 9161 Solids Control Technician - Junior
 9162 Solids Control Technician - Intermediate
 9163 Solids Control Technician - Senior
 9902 Well Servicing - Derrickhand
 9904 Well Servicing - Driller (Operator)
 9901 Well Servicing - Floorhand
 9910 Well Servicing - Rig Manager (Tool Push)
 9931 Wireline Specialist - Junior
 9932 Wireline Specialist - Intermediate
 9933 Wireline Specialist - Senior

OTHER

9581 QHSE Specialist - Junior
 9582 QHSE Specialist - Intermediate
 9583 QHSE Specialist - Senior
 9585 QHSE Manager
 4090 Project Administrator
 4091 Project Coordinator
 4094 Senior Project Manager
 4098 Director, Project Management
 9020 Estimator
 9029 Manager, Estimating
 9035 Project Superintendent
 9524 Swamper
 9526 Truck Driver - Local
 9528 Driver - Tractor Trailer
 9577 Training Coordinator
 9579 Training Manager
 9522 Winch Tractor/Bed Truck Operator
 9530 Bulk Haul Truck Operator

BY POSITION CODE (Standard Title)

1020	President and Chief Executive Officer (CEO)	4310	Human Resource Assistant	6065	Lean Practitioner/Specialist
1030	Canadian Subsidiary President	4319	Human Resource Generalist - Junior	6069	Lean Manager
1040	Executive Vice President and Chief Operating Officer (COO)	4320	Human Resource Generalist - Intermediate	5070	Manufacturing Executive
1050	Operations Executive (Non-manufacturing)	4325	Human Resource Generalist - Senior	5073	Quality Control Manager
1070	Divisional VP/General Manager	4330	Human Resource Manager	5101	Assembler - Junior
1080	Regional General Manager	4381	Recruitment Specialist - Junior	5102	Assembler - Intermediate
1240	Legal Counsel	4382	Recruitment Specialist - Intermediate	5103	Assembler - Senior
3031	Engineer I	4383	Recruitment Specialist - Senior	5151	Machine Operator - Junior
3032	Engineer II	4490	Human Resources Director	5152	Machine Operator - Intermediate
3033	Engineer III	4510	Buyer - Junior	5153	Machine Operator - Senior
3034	Engineer IV	4511	Buyer - Intermediate	5171	Valve Technician - Junior
3035	Engineer V	4512	Buyer - Senior	5172	Valve Technician - Intermediate
3036	Engineer VI	4530	Purchasing Manager	5173	Valve Technician - Senior
3060	Engineering Manager	4535	Procurement Manager	5200	Warehouse Worker - Junior
3070	Engineering Executive	4610	Accounting Clerk - Junior	5201	Warehouse Worker - Intermediate
3110	Computer Aided Design (CAD) Drafter - Junior	4611	Accounting Clerk - Intermediate	5202	Warehouse Worker - Senior
3111	Computer Aided Design (CAD) Drafter - Int.	4612	Accounting Clerk - Senior	5203	Parts Person
3112	Computer Aided Design (CAD) Drafter - Sr.	4615	Supervisor, Accounting Clerks	5208	Shop Help/General Labourer
3120	Computer Aided Design (CAD) Designer - Junior	4619	Accountant - Junior	5301	Quality Control Analyst/Inspector - Junior
3121	Computer Aided Design (CAD) Designer - Intermediate	4620	Accountant - Intermediate	5302	Quality Control Analyst/Inspector - Intern.
3122	Computer Aided Design (CAD) Designer - Senior	4621	Accountant - Senior	5303	Quality Control Analyst/Inspector - Senior
3129	Computer Aided Design (CAD) Manager	4630	Accounting Manager	5357	Inventory Control Coordinator
3220	Engineering Technologist - Junior	4642	Business Analyst	5359	Inventory Control Manager
3221	Engineering Technologist - Intermediate	4645	Financial Analyst - Junior	5362	Supply Chain Coordinator
3222	Engineering Technologist - Senior	4646	Financial Analyst - Intermediate	5370	Supply Chain Manager
3511	Laboratory Technologist - Junior	4647	Financial Analyst - Senior	6034	Help Desk Support
3512	Laboratory Technologist - Intermediate	4650	Cost Accountant	6060	Desktop Support Technician - Junior
3513	Laboratory Technologist - Senior	4660	Tax Accountant	6061	Desktop Support Technician - Intermediate
3515	Laboratory Supervisor	4670	Tax Manager	6062	Desktop Support Technician - Senior
4010	Clerical - Junior	4751	Credit/Collections Clerk - Junior	6081	Network Administrator - Junior
4011	Clerical - Intermediate	4752	Credit/Collections Clerk - Intermediate	6082	Network Administrator - Intermediate
4012	Clerical - Senior/Specialist	4753	Credit/Collections Clerk - Senior	6083	Network Administrator - Senior
4020	Receptionist	4760	Credit/Collections Manager	6086	Network Analyst - Junior
4039	Administrative Assistant - Junior	4810	Treasurer	6087	Network Analyst - Intermediate
4040	Administrative Assistant - Intermediate	4830	Controller	6088	Network Analyst - Senior
4041	Administrative Assistant - Senior	4860	Financial Reporting Manager	6120	Applications Programmer/Analyst - Junior
4045	Administrative Assistant - Executive	4910	Chief Financial Officer/Finance Executive	6121	Applications Programmer/Analyst - Intern.
4060	Paralegal	4973	Contracts Administrator	6122	Applications Programmer/Analyst - Senior
4070	Communications Coordinator	4975	Contracts Administration Manager	6145	IT/IS Director
4079	Communications Manager	4981	Document Control Clerk - Junior	8010	Order Desk Clerk
4080	Intranet Administrator	4982	Document Control Clerk - Intermediate	8011	Sales Representative, inside - Junior
4090	Project Administrator	4983	Document Control Clerk - Senior	8013	Sales Representative, inside - Intermediate
4091	Project Coordinator	5001	Lead Hand	8014	Sales Representative, inside - Senior
4094	Senior Project Manager	5010	Plant Manager	8020	Sales Assistant/Coordinator
4098	Director, Project Management	5011	Production Superintendent	8250	Sales Manager - National
4110	Payroll Administrator - Junior	5013	Shipper/Receiver	8305	Marketing Coordinator
4111	Payroll Administrator - Intermediate	5014	Plant/Production Maintenance Manager	8370	Marketing Manager
4113	Payroll Administrator - Senior	5020	Logistics Coordinator	8390	Marketing and Sales Executive
4114	Payroll/Benefits Administrator	5025	Warehouse Manager	8420	Customer Service Representative
4115	Payroll Supervisor	5030	Scheduler/Production Planner - Junior	8425	Customer Service Manager
4117	Payroll Manager	5031	Scheduler/Production Planner - Intern.	9020	Estimator
4220	Benefits Administrator	5032	Scheduler/Production Planner - Senior	9029	Manager, Estimating
		5055	Equipment Manager	9035	Project Superintendent

9105 IT/IS Manager
 9120 Instrumentation Technologist
 9135 Instrument Technician - 1st Year Apprentice
 9136 Instrument Technician - 2nd Year Apprentice
 9137 Instrument Technician - 3rd Year Apprentice
 9138 Instrument Technician - 4th Year Apprentice
 9139 Instrument Technician - Journeyman
 9161 Solids Control Technician - Junior
 9162 Solids Control Technician - Intermediate
 9163 Solids Control Technician - Senior
 9180 Field Technician
 9190 Field Services Technician - Junior
 9191 Field Services Technician - Intermediate
 9192 Field Services Technician - Senior
 9201 Field Service Representative
 9251 Mechanical/Service Centre Technician - Junior
 9252 Mechanical/Service Centre Technician - Int.
 9253 Mechanical/Service Centre Technician - Senior
 9301 Field Engineer - Junior
 9302 Field Engineer - Intermediate
 9303 Field Engineer - Senior
 9305 Electrician - 1st Year Apprentice
 9306 Electrician - 2nd Year Apprentice
 9307 Electrician - 3rd Year Apprentice
 9308 Electrician - 4th Year Apprentice
 9309 Electrician - Journeyman
 9311 Electrical Technician - Junior
 9312 Electrical Technician - Intermediate
 9313 Electrical Technician - Senior
 9335 Machinist - 1st Year Apprentice
 9336 Machinist - 2nd Year Apprentice
 9337 Machinist - 3rd Year Apprentice
 9338 Machinist - 4th Year Apprentice
 9339 Machinist - Journeyman
 9345 Millwright - 1st Year Apprentice
 9346 Millwright - 2nd Year Apprentice
 9347 Millwright - 3rd Year Apprentice
 9348 Millwright - 4th Year Apprentice
 9349 Millwright - Journeyman
 9410 Administration/Office Manager
 9455 Mechanic - Heavy Duty - 1st Year Apprentice

9456 Mechanic - Heavy Duty - 2nd Year Apprentice
 9457 Mechanic - Heavy Duty - 3rd Year Apprentice
 9458 Mechanic - Heavy Duty - 4th Year Apprentice
 9459 Mechanic - Heavy Duty - Journeyman
 9460 Mechanic - Heavy Duty - Supervisor
 9465 Field Administrative Assistant
 9475 District Manager
 9480 Field Coordinator
 9485 Assistant Manager, Operations
 9490 Operations Manager I
 9491 Operations Manager II
 9492 Operations Manager III
 9493 Operations Manager IV
 9494 Operations Manager V
 9501 Store Manager
 9505 Bulk Plant Operator - Junior
 9506 Bulk Plant Operator - Intermediate
 9507 Bulk Plant Operator - Senior
 9515 Crew Coordinator/Dispatcher
 9520 Dispatcher
 9521 Dispatcher - Senior
 9522 Winch Tractor/Bed Truck Operator
 9524 Swamper
 9526 Truck Driver - Local
 9528 Driver - Tractor Trailer
 9530 Bulk Haul Truck Operator
 9535 Welder - 1st Year Apprentice
 9536 Welder - 2nd Year Apprentice
 9537 Welder - 3rd Year Apprentice
 9539 Welder - Journeyman
 9544 Welder, Non-Ticketed
 9545 Welder - Supervisor
 9570 Yard Coordinator
 9573 Shop Foreman
 9577 Training Coordinator
 9579 Training Manager
 9581 QHSE Specialist - Junior
 9582 QHSE Specialist - Intermediate
 9583 QHSE Specialist - Senior
 9585 QHSE Manager
 9601 Directional Drilling Operator - Junior

9602 Directional Drilling Operator - Intermediate
 9603 Directional Drilling Operator - Senior
 9615 Directional Drilling Coordinator
 9621 Drilling - Leasehand
 9622 Drilling - Floorhand
 9623 Drilling - Motorhand
 9624 Drilling - Derrickman
 9625 Drilling - Drilling Supervisor/Driller
 9640 Drilling - Rig Manager
 9641 Drilling - Field Superintendent
 9701 Field Operator - Junior
 9702 Field Operator - Intermediate
 9703 Field Operator - Senior
 9711 Field Operations Supervisor - Junior
 9712 Field Operations Supervisor - Intermediate
 9713 Field Operations Supervisor - Senior
 9810 Sales Technical Support Engineer
 9815 Sales Manager
 9831 Drilling Fluid Service Representative - Junior
 9832 Drilling Fluid Service Representative - Intern.
 9833 Drilling Fluid Service Representative - Senior
 9850 Business Development Manager
 9861 Sales Representative - Junior
 9862 Sales Representative - Intermediate
 9863 Sales Representative - Senior
 9864 Sales Representative - Advanced
 9901 Well Servicing - Floorhand
 9902 Well Servicing - Derrickhand
 9904 Well Servicing - Driller (Operator)
 9910 Well Servicing - Rig Manager (Tool Push)
 9921 Field Supervisor, Well Servicing - Junior
 9922 Field Supervisor, Well Servicing - Intermediate
 9923 Field Supervisor, Well Servicing - Senior
 9931 Wireline Specialist - Junior
 9932 Wireline Specialist - Intermediate
 9933 Wireline Specialist - Senior
 9951 MWD Specialist - Junior
 9952 MWD Specialist - Intermediate
 9953 MWD Specialist - Senior
 9954 MWD Coordinator

Position 1020 President and Chief Executive Officer (CEO)

Directs the overall business activities and organizational policies. Develops, recommends and implements through subordinates, approved annual and long-term organization policies and goals. Major duties include directing company financial, organization and operations planning activities; approving budgetary and operations objectives, monitoring performance relative to established objectives; promoting positive relations with all external groups, including customers, the financial community, government and the general public. May also serve as Chairperson of the Board.

SALARIED EMPLOYEES

	No. of Orgs	No. of Inc.	Scope P50	ACTUAL BASE PAY						OVERTIME	FIELD PAY		COMMISSION		BONUS				TOTAL CASH COMPENSATION						VAR. PAY	
				P10	P25	P50	P75	P90	Avg	Avg	P50	Avg	P50	Avg	Target as % of P50	Amount Rec'd P50	Avg	Excl. Overtime and Disc. Income						Incl. Overtime	Incl. Disc.	As % of Base
REGIONAL SUMMARY - COMPANY WTD.																										
All Canada																										
Calgary																										
Edmonton																										
Fort McMurray																										
Northern AB/Northern BC																										
Southern AB/Sask, East Coast/Offshore																										
All Other Regions																										
INDUSTRY SUMMARY - COMPANY WTD.																										
Manufacturing																										
Oilfield Services																										
Supply																										
Drilling																										
Workover/Svc Rigs																										
ANNUAL SALES SUMMARY- COMPANY WTD. STATISTICS																										
Up to \$50 million																										
\$50 to \$150 million																										
Over \$150 million																										
TOTAL EMPLOYEE (CANADA) SUMMARY- COMPANY WTD. STATISTICS																										
Up to 100																										
101 to 500																										
Over 500																										

- Insufficient Data

Dollars values of scope reported in \$millions and all other dollars reported in \$000's.

		ALL PARTICIPANTS								
		No. of Orgs	No. of Inc.	Percentile (company weighted)					Average	
				P10	P25	P50	P75	P90	Co. Wtd.	Inc. Wtd.
SALARIED EMPLOYEES	Annual Base Salary - All									
	Annual Base Salary - Field Pay Eligible									
	Annual Base Salary - Field Pay Not Eligible									
	Day Rate - Standard									
	Annual Bonus (Eligible)									
	Bonus Amount Received									
	Bonus Amount as % of Base									
	Bonus Target as % of Base									
	Discretionary Payment									
	Field Pay Amount Received									
	Commission Amount Received									
	Overtime Amount Received									
	Total Annual Cash * All, excl OT									
Total Annual Cash * All, incl OT										
Total Annual Cash * Field Pay Rec, excl OT										
Total Annual Cash * Field Pay Rec, incl OT										
HOURLY/PART TIME EMPLOYEES	Standard Hourly Rate									
	Day Rate - Standard									
	Annual Bonus (Eligible)									
	Bonus Amount Received									
	Bonus Target as % of Base									
	Discretionary Payment									
	Field Pay Amount Received									
	Commission Amount Received									
Overtime Amount Received										
DAY RATE EMPLOYEES	Day Rate - Standard									
	Annual Bonus (Eligible)									
	Bonus Amount Received									
	Bonus Target as % of Base									
	Discretionary Payment									
Field Pay Amount Received										
Commission Amount Received										

ALL PARTICIPANTS			
	No. of Orgs	No. of Inc.	Average
QUALITY OF MATCH			
Very Close			
Less than Description			
More than Description			
PREFERRED EDUCATION - Office Staff Only			
High School			
College			
Bachelor			
Master			
	No. of Orgs	No. of Inc.	Average
ALLOWANCES (Co. Wtd.)			
Living Allowance			
Location Allowance			
VEHICLE PRACTICES *			
Purchased Vehicle - Max. Replace.			
Leased Vehicle - Annual Payments			
Car Allowances - Annual Value			
Mileage Reimbursement - Gas/km			
Mileage Reimbursement - Diesel/km			
STARTING SALARIES (Co. Wtd.)			
Annual Base Starting Salary			
Hourly Rate Starting Salary			
	No. of Orgs	No. of Inc.	
INCENTIVES			
Mid-term Incentive (Eligible)			
Long-term Incentive (Eligible)			

* All vehicle practice information is incumbent weighted, with the exception on mileage reimbursement which is company weighted.

- Insufficient Data. All dollars reported in \$000's, with the exception of Hourly Rates, Day Rates and vehicle practice values

* Excludes Discretionary Income