



Internal and external training costs and maintenance costs during the post-implementation operational phase should be expensed as incurred. Related processes at this stage include the following:

1. Training
2. Application maintenance

9.4.1 Upgrades and Enhancements

In order for costs of specified upgrades and enhancements to internal-use computer software to be capitalized, it must be probable that those expenditures will result in additional functionality. Upgrades and enhancements are defined as modifications to existing internal-use software that result in additional functionality – that is, modifications to enable the software to perform tasks that it was previously incapable of performing. Upgrades and enhancements normally require new software specifications and may also require a change to all or part of the existing software specifications.

Internal costs incurred for maintenance shall be expensed as incurred. Entities that cannot separate internal costs on a reasonably cost-effective basis between maintenance and relatively minor upgrades and enhancements shall expense such costs as incurred.

9.4.2 Amortization

If the functionality of a module is entirely dependent on the completion of other modules, amortization of that model shall begin when both that module and the other modules upon which it is functionally dependent are ready for their intended use.

10.0 ENERGY DISTRIBUTION

FERC ACCOUNT DEFINITIONS AND RETIREMENT UNIT COMPONENT TABLES

The information located in this table is per the FERC (Federal Energy Regulatory Commission).

ACCOUNT # 360: LAND AND LAND RIGHTS

This account shall include the cost of land and land rights used in connection with distribution operations. Note: Do not include in this account the cost of permits to erect poles, towers, etc. or to trim trees.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
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Land & Land Rights	Land & Land Rights	Acreage
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ACCOUNT # 361: STRUCTURES AND IMPROVEMENTS

This account shall include the cost in place of structures and improvements used in connection with distribution operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Complete Structure	Complete Structure	Each

ACCOUNT # 362: STATION EQUIPMENT

This account shall include the cost installed of station equipment, including transformer banks, etc., which are used for the purpose of changing the characteristics of electricity in connection with its distribution.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Bus	Bus	Each
Capacitor Bank	Capacitor Bank	Each
Circuit Breaker	Circuit Breaker	Each
Complete Structure	Complete Structure	Each
Control Enclosure	Control Enclosure	Each
Current Transformer	Current Transformer	Each
Potential Transformer	Potential Transformer	Each
Driveway & Parking Lot	Driveway & Parking Lot	Entire driveway
Fence & Gate	Fence & Gate	Each
Grounding Grid	Grounding Grid	Each
High Tension Fuse	High Tension Fuse	Each
Insulators	Insulator	Each
Lightning Arrester	Lightning Arrester	Each
Meters, Relays, and Tone Equip.	Meters, Relays, and Tone Equip.	Each



Motor Generator Set	Motor Generator Set	Each
Portable Unit Station Complete	Portable Unit Station Complete	Each
Potential Transformer	Potential Transformer	Each
Regulating Transformer	Regulating Transformer	Each
Storage Battery	Storage Battery	Each
Structures	Structures	Each
Substation Transformer	Substation Transformer	Each
Switches	Switches	Each
Testing Equipment	Testing Equipment	Each

ACCOUNT # 364: POLES, TOWERS AND FIXTURES

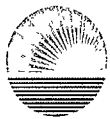
This account shall include the cost installed of poles, towers, and appurtenant fixtures used for supporting overhead distribution conductors and service wires.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Wood Poles	Wood Poles	Each
Wood Structure	Wood Structure	Each

ACCOUNT # 365: OVERHEAD CONDUCTORS AND DEVICES

This account shall include the cost installed of Overhead conductors and devices used for distribution purposes.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Switch	Switch	Each
Wire	Wire	Feet 10' or greater



ACCOUNT # 366: UNDERGROUND CONDUIT

This account shall include the cost installed of underground conduit and tunnels used for housing distribution cables or wires.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Manhole	Manhole	Complete Unit
Pullbox	Pullbox	Complete Box
Underground Conduit Systems	Underground Conduit Systems	Feet 10' or greater

FERC Note: The cost of underground conduit used solely for street lighting or signal system shall be included in account #373.

ACCOUNT # 367: UNDERGROUND CONDUCTORS AND DEVICES

This account shall include the cost installed of underground conductors and devices used for distribution purposes.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Cable	Cable	Feet
Switch	Switch	Each

FERC note: The cost of underground conductors and devices used solely for street lighting or signal systems shall be included in account#373.

ACCOUNT # 368: LINE TRANSFORMERS

This account shall include the cost installed of overhead and underground distribution line transformers and pole type and underground voltage regulators owned by the utility, for use in transforming electricity to the voltage at which it is to be used by the customer, whether actually in service or held in reserve.



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The records covering line transformers shall be so kept that the utility can furnish the number of transformers of various capacities in service and those in reserve, and the location and the use of each transformer.

FERC note: The cost of removing and resetting line transformers shall not be charged to this account 583, Overhead line expenses, or account 584, Underground Line Expenses, as appropriate. The cost of the line transformers used solely for street lighting or signal systems shall be included in account 373, Street Lighting and Signal Systems.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Capacitor Bank	Capacitor Bank	Entire Bank
Transformer	Transformer	Each
Voltage Regulator	Voltage Regulator	Each

ACCOUNT # 369: SERVICES

This account shall include the cost installed of overhead and underground Conductors leading from a point where wires leave the last pole of the overhead system or the distribution box or manhole, or the top of the pole of the distribution line, to the point of connection with the customer's outlet or wiring. Conduit used for underground service conductors shall be included herein.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Overhead services	Overhead services	Each
Underground services	Underground services	Each

ACCOUNT # 370: METER

This account shall include the cost installed of meters or devices and appurtenances thereto, for use in measuring the electricity delivered to its users, whether actually in service or held in reserve.

The records covering meters shall be so kept that the utility can furnish information as to the number of meters of various capacities in service and in reserve as well as the location of each meter owned.



FERC note: This account shall not include meters for recording output of a generating station, substation meters, etc. It includes only those meters used to record energy delivered to customers. The cost of removing and resetting meters shall be charged to account 586, Meter Expenses.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Meters, Electric	Meter	Each

ACCOUNT # 371: INSTALLATION ON CUSTOMER PREMISES

This account shall include the cost installed of equipment on the customer's side of a meter when the utility incurs such cost and when the utility retains title to and assumes full responsibility for maintenance and replacement of such property. This account shall not include leased equipment.

FERC note: Do not include in this account any costs incurred in connection with merchandising, jobbing, or contract work activities.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Light Fixtures	Light Fixtures	Complete light unit
Poles	Poles	Each

ACCOUNT # 373: STREET LIGHTING AND SIGNAL SYSTEMS

This account shall include the cost installed of equipment used wholly for public street and highway lighting or traffic, fire alarm, police, and other signal systems.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Light Fixtures	Light Fixtures	Complete light unit
Poles	Poles	Each



11.0 GAS DISTRIBUTION

FERC ACCOUNT DEFINITIONS AND RETIREMENT UNIT COMPONENT TABLES

ACCOUNT # 374: LAND AND LAND RIGHTS

This account shall include the cost of land and land rights used in connection with distribution operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Land in Fee	Land in Fee	Acreage
Land Rights	Land Rights	

ACCOUNT # 375: STRUCTURES AND IMPROVEMENTS

This account shall include the cost in place of structures and improvements used in connection with distribution operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Building	Building	Each
Roof	Roof	Each
Leasehold Improvements	Leasehold Improvements	Each

ACCOUNT # 376: MAINS

This account shall include the cost installed of distribution system mains.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Mains, Gas	2" PE Main	Feet
Mains, Gas	2" Steel Main	Feet



Mains, Gas	4" PE Main	Feet
Mains, Gas	4" Steel Main	Feet
Mains, Gas	6" PE Main	Feet
Mains, Gas	6" Steel Main	Feet
Mains, Gas	8" Steel Main	Feet
Mains, Gas	12" Steel Main	Feet
Mains, Gas	16" Steel Main	Feet
Mains, Gas	18" Steel Main	Feet
Mains, Gas	2" PE Valve	Each
Mains, Gas	4" PE Valve	Each
Mains, Gas	6" PE Valve	Each
Mains, Gas	8" Steel Valve	Each
Mains, Gas	12" Steel Valve	Each
Mains, Gas	16" Steel Valve	Each
Mains, Gas	18" Steel Valve	Each

ACCOUNT # 378: MEASURING AND REGULATING STATION EQUIPMENT, GENERAL

This account shall include the cost installed of meters, gauges and other equipment used in measuring and regulating gas in connection with distribution system operation other than the measurement of gas deliveries to customers.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Gauges & Instruments	Gauges & Instruments	Each
Measuring & Regulating Equip.	Measuring & Regulating Equip.	Each
Gas Meter	Gas Meter	Each
Pressure Relief Equipment	Pressure Relief Equipment	Each
Regulator & Control Valve	Regulator & Control Valve	Each
Regulator & Governors	Regulator & Governors	Each



ACCOUNT # 379: MEASURING AND REGULATING STATION EQUIPMENT

This account shall include the cost installed of meters, gauges and other equipment used in measuring and regulating the receipt of gas at entry points to distribution systems.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Gauges & Instruments	Gauges & Instruments	Each
Measuring & Regulating Equip.	Measuring & Regulating Equip.	Each
Gas Meter	Gas Meter	Each
Pressure Relief Equipment	Pressure Relief Equipment	Each
Regulator & Control Valve	Regulator & Control Valve	Each
Regulator & Governors	Regulator & Governors	Each

ACCOUNT # 380: SERVICES

This account shall include the cost installed of service pipes and accessories leading to customers' premises. When a meter is permanently retired from service, the installed cost included herein shall be credited to this account.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Gas Services	Gas Services	Per Service

ACCOUNT # 381: METERS

This account shall include the cost installed of meters or devices and appurtenances thereto, for use in measuring gas delivered to users, whether actually in service or held for reserve.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Meter, Gas	Meter, Gas	Each



ACCOUNT # 382: METER INSTALLATION

This account shall include the cost of labor and materials used, and expenses incurred in connection with the original installation of customer meters.

When a meter installation is permanently retired from service, the installed cost included herein shall be credited to this account.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Gas Meter Installation	Gas Meter Installation	Each

ACCOUNT # 383: HOUSE REGULATORS

This account shall include the cost installed of house regulators whether actually in service or held for reserve.

When a house regulator is permanently retired from service, the installed cost thereof shall be credited to this account.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Regulators & Governors	Regulators & Governors	Each

12.0 WATER AND WASTE WATER

The information located in this table is per the NARUC (National Association of Regulatory Utility Commission).

ACCOUNT # 303 & 353: LAND AND LAND RIGHTS

This account shall include the cost of land and land rights used in connection with distribution operations. Note: Do not include in this account the cost of permits to erect poles, towers, etc. or to trim trees.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Land & Land Rights	Land & Land Rights	Acreage

ACCOUNT # 304 & 354: STRUCTURES AND IMPROVEMENTS

This account shall include the cost in place of structures and improvements used in connection with distribution operations.



<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Boilers	Boiler	Each
Furnace	Furnace	Each
Building	Building	Each
Roof	Roof	Each
Floor covering	Floor covering	Each
Fences	Fence	Each

ACCOUNT # 307: WELLS AND SPRINGS

This account shall include the cost in place of wells & Springs used in connection with distribution operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Collecting basins	Collecting basin	Each
Sewers	Sewer	Each
Landscaping	Landscaping	Each

ACCOUNT # 309: SUPPLY MAINS

This account shall include the cost in place of supply mains used in connection with distribution operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Air Chambers	Air Chamber	Each
Canals	Canal	Each
Bridges	Bridge	Each
Manholes	Manhole	Each



ACCOUNT # 310 & 355: POWER GENERATION EQUIPMENT

This account shall include the cost installed on any equipment used for the production of power principally used in pumping operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Complete Equipment	Complete Equipment	Each

ACCOUNT # 311: PUMPING EQUIPMENT

This account shall include the cost installed on any equipment used for the pumping operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Engine	Motor	Each
Motor	Motor	Each
Pumps	Pumps	Each

ACCOUNT # 320: WATER TREATMENT EQUIPMENT

This account shall include the cost installed on any equipment used for the water treatment operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Chemical Treating Plant	Treatment Plant	Each
Mixing Chambers	Mixing Chamber	Each
Disinfection Plant	Disinfection Plant	Each

ACCOUNT # 305 & 362: SPECIAL COLLECTING STRUCTURES



This account shall include the special designed structures unusual to the water & wastewater system should be included herein but specifically noted as to what they do.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Bridges	Bridge	Each
Dams	Dams	Each
Aerators	Aerators	Each
Enbankments	Enbankment	Each

ACCOUNT # 333 & 363: SERVICES

This account shall include the installed cost of service water & sewers, from collection water & sewer to the customer's property or curb line. It shall be included herein.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Services connection	Services connection	Each

ACCOUNT # 364: FLOW MEASURING DEVICES

This account shall include the cost of flow measuring and recording equipment and initial testing used for measuring the quantity of wastewater or wastewater effluent delivered by customers, whether actually in service or held in reserve.



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<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Complete Unit	Complete Unit	Each

ACCOUNT # 334 & 367: METERS

This account shall include the cost installed of meters or devices and appurtenances thereto, for use in measuring the quantity of reclaimed water delivered to its users, whether actually in service or held in reserve.

The records covering meters shall be so kept that the utility can furnish information as to the number of meters of various capacities in service and in reserve as well as the location of each meter owned.

NARUC note: This account shall not include meters for recording output of a supply or treatment plant, or those located on mains. etc. It includes only those meters used to record energy delivered to customers.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Meter	Meter	Each

ACCOUNT # 335: HYDRANTS

This account shall include the cost installed of hydrants in service owned by the utility. This account shall include:

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Hydrants & Fittings	Hydrants & Fittings	Complete unit



ACCOUNT # 371: PUMPING EQUIPMENT

This account shall include the cost installed of pumping equipment driven by electric power or diesel engines. This account shall include:

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Motors & Pumps	Motors & Pumps	Complete unit

ACCOUNT # 330 & 374: DISTRIBUTION RESERVOIRS

This account shall include the cost in place of reservoirs, tank and appurtenances used in storing reclaimed water for distribution. This account shall include:

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Gates & Gate houses	Gates & Gate houses	Each
Tanks	Tanks	Each
Towers	Towers	Each
Dams	Dams	Each
Fences	Fences	Each

ACCOUNT # 331 & 375: TRANSMISSION AND DISTRIBUTION Mains

This account shall include the cost installed of reclaimed water transmission and distribution mains and appurtenances. This account shall include:

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Electrolysis Control Equipment	Electrolysis Control Equipment	Each
Air Chambers	Air Chambers	Each



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Gauges & Recorders	Gauges & Recorders	Each
Pipes	Pipes	Each

ACCOUNT # 380: TREATMENT AND DISPOSAL EQUIPMENT

This account shall include the cost installed of apparatus equipment and other facilities used for the treatment of Wastewater, disposal of sewage wastes and the treatment of effluent for reuse. This account shall include:

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Aeration Chambers	Aeration Chambers	Each
Disinfection Facilities	Disinfection Facilities	Each
Monitoring Equipment	Monitoring Equipment	Each
Septic Tank	Septic tank	Each
Oxidation Lagoon	Oxidation Lagoon	Each
Screen Unit	Screen Unit	Each
Sludge Digestion Equipment	Sludge Digestion Equipment	Each

ACCOUNT # 381: PLANT SEWERS

This account shall include the cost installed of plant yard piping and appurtenances, and facilities required to dispose of treatment plant liquid effluent into the outfall sewer line. This account shall include:

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Piping	Piping	Feet

13.0 GENERAL PLANT AND INTANGIBLES

ACCOUNT # 301: ORGANIZATION



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This account shall include the cost of land and land rights used in connection with distribution operations. Note: Do not include in this account the cost of permits to erect poles, towers, etc. or to trim trees.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Land & Land Rights	Land & Land Rights	Acreage

ACCOUNT # 302: FRANCHISES & CONSENTS

This account shall include the cost of land and land rights used in connection with distribution operations. Note: Do not include in this account the cost of permits to erect poles, towers, etc. or to trim trees.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Franchise & Consents	Franchise & Consents	Each

ACCOUNT # 303: MISCELLANEOUS INTANGIBLE PLANT

This account shall include the cost of patent rights, licenses, privileges, and other intangible property necessary or valuable in the conduct of utility operations and not specifically chargeable to any other account.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Software	Software	Each

ACCOUNT # 389: LAND AND LAND RIGHTS

This account shall include the cost of land and land rights used for utility purposes, the cost of which is not properly includible in other land and land rights accounts.



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<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Land in Fee	Land in Fee	Acreage
Land Rights	Land Rights	

ACCOUNT # 390: STRUCTURES AND IMPROVEMENTS

This account shall include the cost in place of structures and improvements used for utility purposes, the cost of which is not properly includible in other structures and improvements accounts.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Complete Structure	Complete Structure	Each
HVAC System	Air conditioning	Complete System
HVAC System	Heating System	Complete System
HVAC System	Ventilating System	Complete System

ACCOUNT # 391 & 340: OFFICE FURNITURE AND EQUIPMENT

This account shall include the cost of office furniture and equipment owned by the utility and devoted to utility service, and not permanently attached to buildings, except the cost of such furniture and equipment which the utility elects to assign to other plant accounts on a functional basis.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Computer Equipment	Computer Equipment	Each
Computer Equipment	Server	Each
Computer Equipment	Printer	Each
Office Furniture & Equipment Station	Office Furniture & Equipment	Each Complete



ACCOUNT # 392 & 341: TRANSPORTATION EQUIPMENT

This account shall include the cost of transportation vehicles used for utility purposes.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Transportation Vehicle	Transportation vehicle	Entire Unit*

*Only an entire auto or vehicle and costs associated with placing each item in service, may be capitalized. Additional costs, incurred after the initial purchase of the unit shall be expensed.

ACCOUNT # 393 & 342: STORES EQUIPMENT

This account shall include the cost of equipment used for the receiving, shipping, handling, and storage of materials and supplies.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Forklifts	Forklifts	Each
Shelving	Shelving	Each

ACCOUNT # 394 & 343: TOOLS, SHOPS AND GARAGE EQUIPMENT

This account shall include the cost of tools, implements, and equipment used in construction, repair work, general shops and garages and not specifically provided for or includible in other accounts.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Automobile Repair Equipment	Automobile Repair Equipment	Each



Electric Equipment	Electric Equipment	Each
Hoist & Lift Equipment	Hoist & Lift Equipment	Each
Lathe & Gear	Lathe & Gear	Each
Line Tools	Line Tools	Each
Machines & Hydraulic Equipment	Machines & Hydraulic Equipment	Each
Power Tools & Equipment	Power Tools & Equipment	Each
Pumps & Blowers	Pumps & Blowers	Each
Survey Equipment	Survey Equipment	Each
Tools, Shops & Garage Equipment	Tools, Shops & Garage Equipment	Each

ACCOUNT # 395 & 344: LABORATORY EQUIPMENT

This account shall include the cost installed of laboratory equipment used for general laboratory purposes and not specially provided for or includible in other departmental or functional plant accounts.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Analyzer	Analyzer	Each
Calibrator	Calibrator	Each
Detector	Detector	Each
Environmental Equipment	Environmental Equipment	Each
Line Monitoring System	Line monitoring System	Each
Meter-Testing Equipment	Meter-Testing Equipment	Each
Monitor	Monitor	Each
Oscilloscope	Oscilloscope	Each

ACCOUNT # 396 & 345 : POWER OPERATED EQUIPMENT

This account shall include the cost of power operated equipment used in construction or repair work exclusive of equipment includible in other accounts. Include, also, the tools and accessories acquired for use with such equipment and the vehicle on which such equipment is mounted.



FERC Note: it is intended that this account include only such large units as are generally self- propelled or mounted on movable equipment.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Small Power Equipment	Power Equipment	Each
Heavy Power Equipment	Power Equipment	Each
General Equipment Trailer	General Equipment Trailer	Each
Transport Trailer	Transport Trailer	Each

ACCOUNT # 397 & 346: COMMUNICATION EQUIPMENT

This account shall include the cost installed of telephone, telegraph, and wireless equipment for general use in connection with utility operations.

<u>Property Unit</u> <u>Comments</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
Alarm RTU System	Alarm RTU System	Each
Antenna	Antenna	Each
Circuit Termination Equipment	Circuit Termination Equipment	Each
Communication Equipment	Telephone Equipment	Each System
EMS/SCADA Equipment, RTU's	EMA/SCADA Equipment RTU's	Each
Fiber Patch Panel	Fiber Patch Panel	Each
Fiber Optic Cable	Fiber Optic cable	Each
GPS	GPS	Each
Intercommunicating Telephone	Dispatch Console	Each
LMR-Base Station	LMR-Base Station	Each
LMR-Controller	LMR-Controller	Each
LMR-IMC/CSD	LMR-IMC/CSD	Each
LMR-MAS Radios	LMR-MAS Radios	Each



LMR-Mobile Radios	LMR-Mobile Radios	Each
Transmitter/Receiver	Radio Site	Each
Motor Generator Set	Motor Generator Set	Each
MW-Communication Tower	MW-Communication Tower	Each
MW-Microwave Radios	MW-Microwave Radios	Each
Network Equipment	Network Equipment	Each
Battery Bank	Battery Bank	Each
Battery Charger	Battery Charger	Each
Power Distribution Panel	Power Distribution Panel	Each
Power line Carrier	Power Line Carrier	Each
Radio User Equipment	Radio User Equipment	Each
TDM-Digital Cross Connect	TDM-Digital Cross Connect	Each
TDM-Fiber Loop Converter	TDM-Fiber loop Converter	Each
TDM-Multiplexers	TDM-Multiplexers	Each
TDM-SONET Equipment	TDM-SONET Equipment	Each
Testing Equipment	Testing Equipment	Each
Tower Gateway Base Station	Tower Gateway Base Station	Each
Video Conferencing System	Video Conferencing System	Each
Video Surveillance System	Video Surveillance System	Each

ACCOUNT # 398 & 347 : MISCELLANEOUS EQUIPMENT

This account shall include the cost of equipment, apparatus, etc., used in the utility operations, which is not includible in any other account of this system of accounts.

<u>Property Unit</u>	<u>Retirement Unit</u>	<u>Unit of Measure</u>
<u>Comments</u>		
Miscellaneous Equipment	Miscellaneous Equipment	Each



14.0 APPENDICES

Attach documents considered essential to the implementation of the procedure. Such documents may include; diagrams, engineered drawings, "as builts", sketches and or any other documents which were referenced in the procedure. Appendices are numbered in the order they are listed in the procedure.

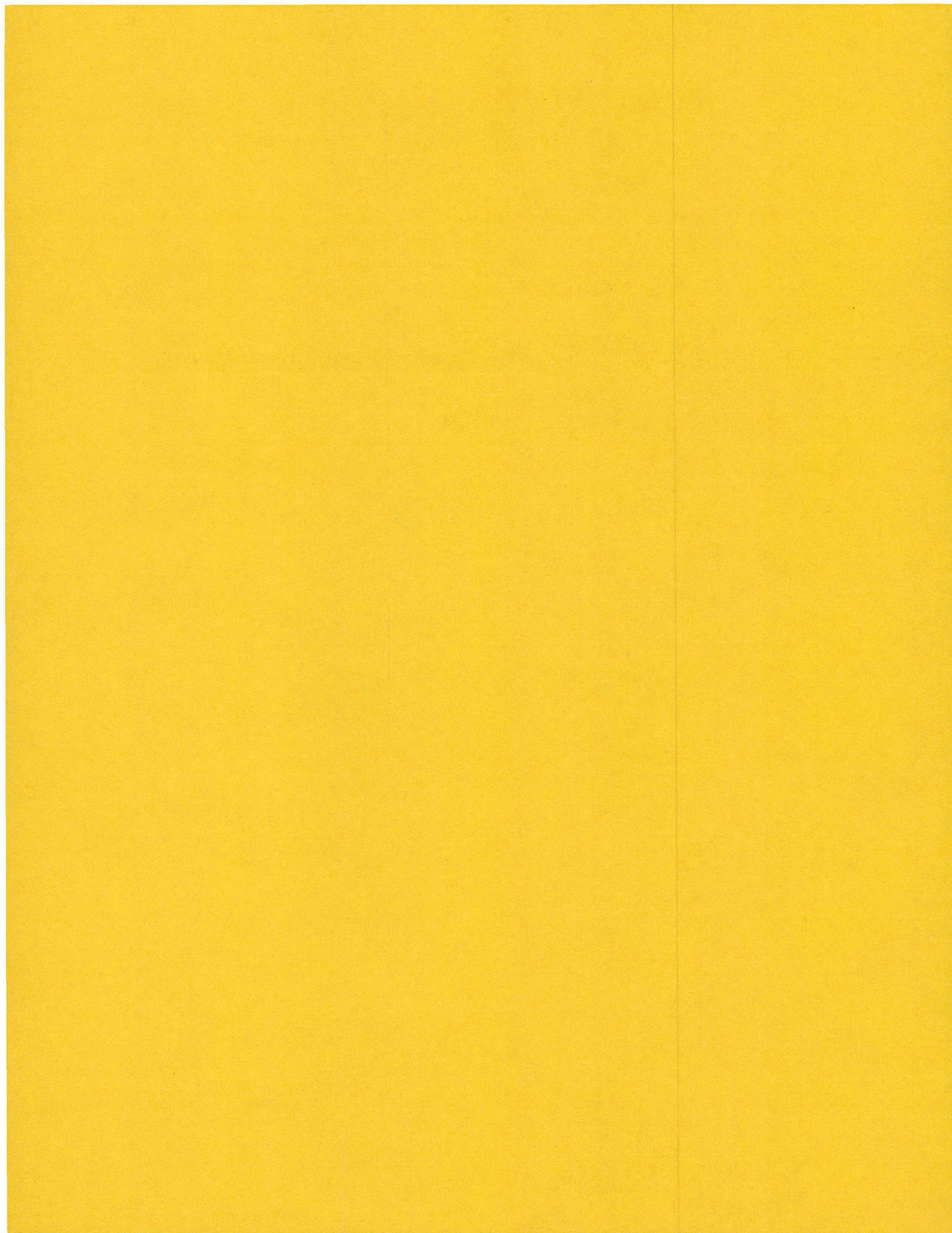


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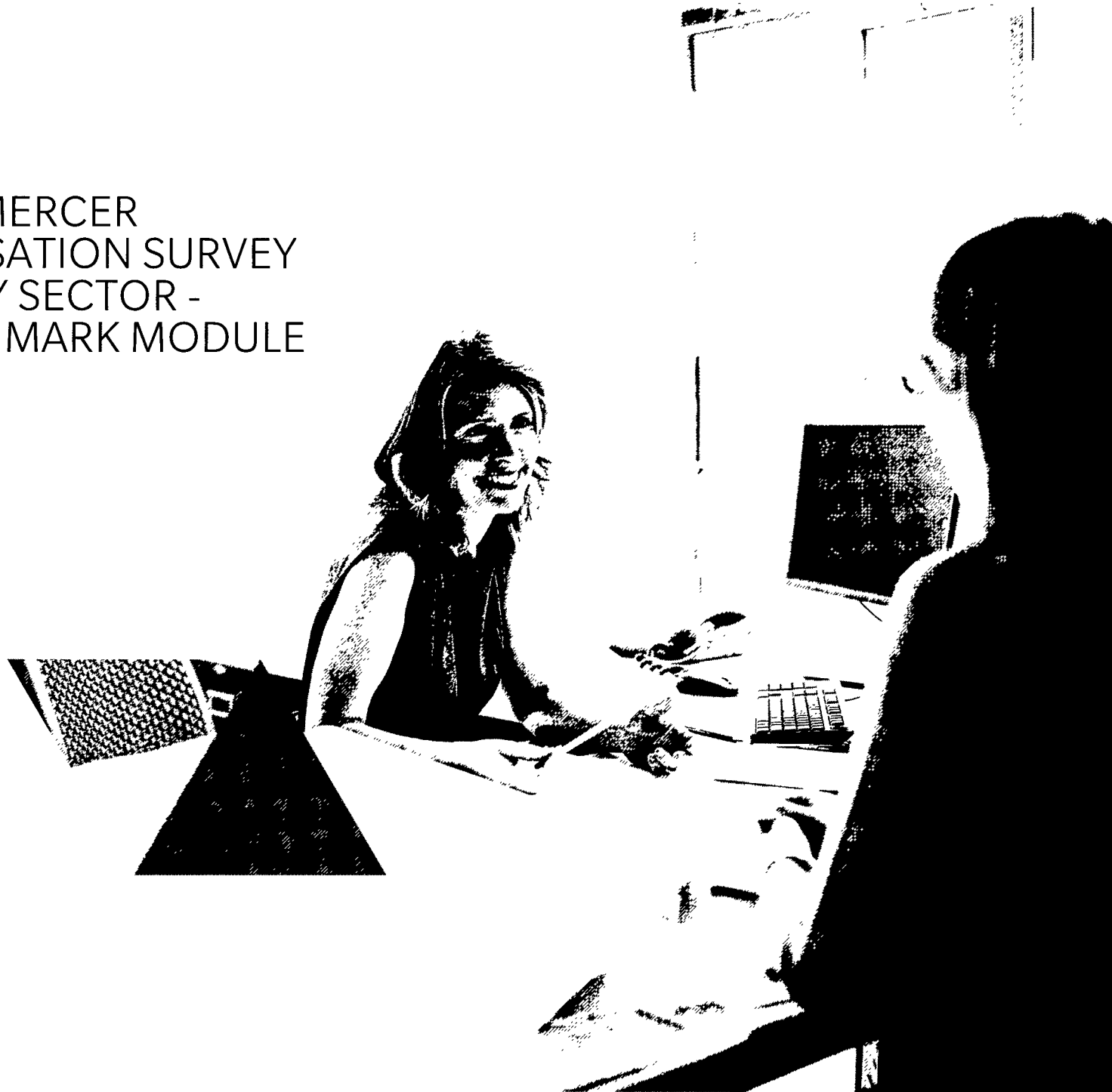
Appendix 1

OPUC RFI 1-34_CDN_2015 General Benchmark Module

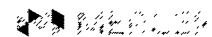
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2015 CA MTCS: MERCER
TOTAL COMPENSATION SURVEY
FOR THE ENERGY SECTOR -
GENERAL BENCHMARK MODULE



MAKE TOMORROW, TODAY



About the Survey

Mercer is pleased to introduce the 2015 CA Mercer Total Compensation Survey (MTCS) for the Energy Sector. Enhancements were driven by feedback from you, industry leaders, and stakeholders. MTCS provides you with the most comprehensive perspective on the energy industry reward levels in Canada for any size organization in any sector of the industry. Mercer defines *distinct organizations* as the total number of questionnaires submitted, and *organizations* as the number of entities (corporate, subsidiary, group and division) represented in those submissions.

2015 CA MTCS General Benchmark Module Profile

Number of Distinct Organizations Participating in Module	196
Total Number of Organizations (Corporate, Subsidiary, Group and Division)	282
Observations Represented	38,978
Number of Positions Surveyed	248
Data Effective Date	April 1, 2015

MTCS Modules

The MTCS survey results are segmented into modules to let you focus on areas that are relevant to your organization. This report contains the results of the General Benchmark module, described as follows:

General Benchmark - Shared-services functions such as HR, accounting and IT, as well as other general industry benchmarks in administration, procurement/purchasing and finance are included in this module.

Below are descriptions of the remaining modules available as part of the MTCS suite:

Core Modules

Cross-segment - This module includes core jobs in upstream, midstream, downstream and utilities environments such as engineers, joint ventures representatives, geologists and geophysicists, health, safety, and environmental positions and technician/technologist roles.

Policy - This module includes a detailed corporate policy report, which summarizes the key policies of our participants in such areas as compensation practices, long-term incentives, staffing practices, training and development and more.

Choice Modules

Upstream/Midstream - Includes the exploration, production, and transportation of oil & gas materials prior to the refining process. Functional executive, managerial and professional roles are included. Examples of jobs in this module include top land executives, exploration and production executives and managers.

Downstream and Oilfield Services - Includes professional, managerial and executive roles specific to the downstream sector, and oilfield services. It also covers the technical and non-technical sales roles that are common to both segments. Examples of jobs in this module include refinery managers and executives, product/brand managers, and service supervisors.

Utilities - This module includes roles unique to the utilities sector, including utility specific executive roles and transmission and distribution roles on the ground. Examples are utilities executives, rate analysts, service dispatchers, and energy programs representatives.

Optional Modules

Field/Hourly Module – PayMonitor - Includes position pages and PayMonitor access for non-managerial positions in non-corporate/office environments such as oil fields, plants, refineries, terminals, or along pipelines. Examples of benchmarks in this module include maintenance/ trades positions, plant operators, and field operators.

Field/Hourly Module – Full Disclosure - Includes a fully-disclosed spreadsheet for non-managerial positions in non-corporate/office environments such as oil fields, plants, refineries, terminals, or along pipelines. Examples of benchmarks in this module include maintenance/trades positions, plant operators, and field operators. This module is only available to participants who have agreed to full-disclosure of their own matches to this module.

Field Site Policy Module

Gain access to policy data for Field employees at the site level, with results presented in summary format. This report summarizes the key policies of participants in such areas as joint councils and employee associations, living and other types of allowances, overtime, breaks, change of work policies, call-out policies, shift rotations and premiums, and much more. This module contains policies for the sample as a whole, as well as “cuts” of the report for each of 7 pre-defined geographic zones including the Oil Sands in and around Fort McMurray.

2015

CA MTCS for the Energy Sector

General Benchmark Module

Results by Position

An Excel file of the positions is provided for your convenience. The file includes all positions in the Survey with their corresponding Position Code, Title, Description and the Module(s) in which they appear. The following filters are included to simplify your searches:

- New Positions
- Revised Positions
- Position Code Revisions
- Insufficient Data

[Click here to open attachments panel](#)

Participating Organizations

An Excel file of the participants is provided for your convenience. The file includes all organizations in the Survey with their corresponding industry, and the Module(s) in which they appear.

[Click here to open attachments panel](#)

CA MTCS for the Energy Sector

100.000.111 Chairman and CEO

Specialization: All Incumbents

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:

9

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	11	11	11	231.0	285.0	400.0	458.7	609.7	875.0
Base Salary – Org Weighted (All)	11	11	N/A	231.0	285.0	400.0	458.7	609.7	875.0
STI Granted (\$ Amount) Recvg	6	6	6	--	430.0	525.0	566.1	700.0	--
STI Granted (% of Base) Recvg	6	6	6	--	69.5	104.2	107.0	142.7	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	11	11	231.0	308.9	771.7	793.9	1,209.7	1,681.3
Total Cash Comp – Org Weighted (All)	11	11	N/A	231.0	308.9	771.7	793.9	1,209.7	1,681.3

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	5	5	--	55.0	75.0	84.0	117.5	--
STI Maximum (% of Base) Eligible	4	4	4	--	--	100.0	106.3	--	--
Target Total Cash Compensation	7	7	7	--	308.9	914.5	845.9	1,050.0	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	10	10	10	5.0	6.7	8.5	12.5	18.9	32.8
Total LTI (\$ Amount) – Recvg	7	7	7	--	326.7	1,177.6	1,496.2	2,088.5	--
Target Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	2,334.4	2,223.1	--	--
Target Total Direct Comp (\$ Amount) – All	7	7	7	--	313.8	1,186.2	1,497.8	2,493.1	--
Total Direct Comp (\$ Amount) – Recvg	7	7	7	--	1,236.2	2,313.4	2,476.0	3,332.5	--
Total Direct Comp (\$ Amount) – All	11	11	11	238.8	318.2	1,236.2	1,757.3	2,474.6	5,492.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
---	---	---	---	----	----	----	----	----	----

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

5.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	9	9	82
Other Guaranteed Cash	1	1	9
Other Non-Guaranteed Cash	3	3	27
LTI	9	9	82
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	0	0	--
Midpoint	0	0	--
Maximum	0	0	--
Compa-ratio	0	0	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	11	11	1957

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	11	18

2015

CA MTCS for the Energy Sector

Scope Analysis

100.000.111 Chairman and CEO

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	6	6	6	282.5	425.0	461.6	644.8	647.5	975.0	992.7	1,344.8	873.1	1,855.4	2,408.7	4,007.5
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	6	6	6	282.5	425.0	461.6	644.8	647.5	975.0	992.7	1,344.8	873.1	1,855.4	2,408.7	4,007.5
Services and Drilling	3	3	3	--	--	353.7	--	--	--	353.7	--	--	--	750.5	--
Services and Equipment	3	3	3	--	--	353.7	--	--	--	353.7	--	--	--	750.5	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	10	10	10	282.5	375.0	460.5	644.8	300.4	835.9	829.2	1,258.8	317.1	1,147.2	1,770.6	2,689.1
Calgary	10	10	10	282.5	375.0	460.5	644.8	300.4	835.9	829.2	1,258.8	317.1	1,147.2	1,770.6	2,689.1
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

CA MTCS for the Energy Sector

Scope Analysis

100.000.111 Chairman and CEO

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	11	11	11	0.6	285.0	400.0	458.7	609.7	308.9	771.7	793.9	1,209.7	318.2	1,236.2	1,757.3	2,474.6
Under \$100 Million	3	3	3	--	--	--	311.3	--	--	--	494.6	--	--	--	622.7	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	3	3	--	--	--	418.3	--	--	--	913.9	--	--	--	2,909.1	--
\$1 < \$3 Billion	3	3	3	--	--	--	652.3	--	--	--	1,019.0	--	--	--	2,423.5	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	7	7	7	--	285.0	400.0	452.8	609.7	400.0	900.0	908.1	1,209.7	406.9	1,236.2	2,122.7	3,332.5
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	5	5	--	317.5	500.0	498.9	679.8	835.9	1,050.0	1,136.3	1,479.8	1,147.2	2,474.6	2,826.8	4,682.5
10,000 < 25,000	3	3	3	--	--	--	533.3	--	--	--	1,233.3	--	--	--	2,775.6	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	3	3	3	--	--	--	353.3	--	--	--	698.9	--	--	--	1,283.6	--
75 < 350	3	3	3	--	--	--	513.7	--	--	--	1,030.3	--	--	--	2,964.4	--
350 < 1,500	3	3	3	--	--	--	379.5	--	--	--	579.5	--	--	--	1,288.8	--
1,500 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

100.000.112 CEO Non-Chairman

Specialization: All Incumbents

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:

77

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	97	97	97	283.2	350.0	475.0	551.0	625.0	1,000.0
Base Salary – Org Weighted (All)	97	97	N/A	283.2	350.0	475.0	551.0	625.0	1,000.0
STI Granted (\$ Amount) Recvg	84	84	84	111.3	173.3	435.0	591.8	839.6	1,280.2
STI Granted (% of Base) Recvg	84	84	84	31.3	50.3	88.5	92.6	129.1	158.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	3	3	--	--	--	91.3	--	--
Total Cash Comp – Inc Weighted (All)	97	97	97	367.8	498.3	840.1	1,066.3	1,321.5	2,162.4
Total Cash Comp – Org Weighted (All)	97	97	N/A	367.8	498.3	840.1	1,066.3	1,321.5	2,162.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	13	13	13	9.3	20.9	37.5	35.0	50.5	60.0
STI Target (% of Base) Eligible	72	72	72	33.0	50.0	75.0	73.9	100.0	100.0
STI Maximum (% of Base) Eligible	47	47	47	39.0	97.5	140.0	135.4	200.0	228.0
Target Total Cash Compensation	76	76	76	389.2	580.6	796.0	1,053.2	1,217.3	2,526.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	76	76	76	6.0	7.1	8.7	14.7	19.2	31.0
Total LTI (\$ Amount) – Recvg	65	65	65	165.9	391.3	1,069.4	1,728.1	2,183.5	4,569.3
Target Total Direct Comp (\$ Amount) – Recvg	51	51	51	596.8	1,110.5	2,081.5	3,077.3	3,801.5	7,396.8
Target Total Direct Comp (\$ Amount) – All	76	76	76	507.3	679.1	1,405.0	2,305.4	2,913.8	6,933.6
Total Direct Comp (\$ Amount) – Recvg	65	65	65	578.0	1,109.5	1,950.5	2,954.3	3,606.4	7,237.4
Total Direct Comp (\$ Amount) – All	97	97	97	427.8	621.4	1,329.9	2,235.8	2,585.8	6,048.1

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	4	--	--	25.8	29.2	--	--
---	---	---	---	----	----	------	------	----	----

*More than 35% of the rates within the sample are supplied by one organization.

Year over Year % Increase (Mean):

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	93	93	96
Other Guaranteed Cash	11	11	11
Other Non-Guaranteed Cash	18	18	19
LTI	81	81	84
Overtime	2	2	2

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	11	11	524.6
Midpoint	12	12	608.1
Maximum	11	11	850.2
Compa-ratio	12	12	116.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	31	31	1982
Year of Birth	90	90	1959

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	92	92	4

100.000.112 CEO Non-Chairman

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	54	54	54	332.5	407.5	493.5	523.8	430.7	662.9	897.5	931.3	601.9	1,109.5	2,106.6	2,216.4
Fully Integrated	5	5	5	393.5	1,350.0	1,046.6	1,548.0	393.5	2,362.5	2,071.7	3,604.5	399.0	6,861.5	5,310.8	9,447.2
Exploration & Production	49	49	49	330.0	400.0	437.1	500.0	427.9	645.8	777.7	913.5	614.1	1,099.6	1,779.6	1,968.3
Services and Drilling	12	12	12	383.7	510.0	524.7	687.2	632.8	1,091.6	1,104.3	1,506.3	874.6	1,425.5	1,746.7	1,850.1
Services and Equipment	9	9	9	369.1	424.0	495.2	637.5	688.9	1,008.3	1,062.7	1,452.5	921.7	1,375.9	1,291.8	1,695.9
Drilling	3	3	3	--	--	612.9	--	--	--	1,229.2	--	--	--	3,111.4	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	12	12	12	477.6	606.3	619.0	781.3	591.9	1,075.0	1,142.1	1,693.7	594.8	1,313.8	1,561.8	2,150.5
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	8	8	8	445.7	580.5	707.5	1,129.5	799.2	1,468.9	1,528.5	2,267.2	1,479.7	3,037.9	3,523.2	6,003.6
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	3	3	--	--	485.7	--	--	--	923.5	--	--	--	972.6	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	6	6	6	381.1	750.0	832.2	1,329.6	643.6	1,907.3	1,874.3	3,054.7	1,080.3	4,737.0	5,090.0	9,598.5
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	87	87	87	350.0	440.0	534.1	600.0	496.5	840.1	1,038.7	1,320.0	630.0	1,375.9	2,203.8	2,553.0
Calgary	82	82	82	350.0	431.6	529.0	570.9	496.1	832.6	1,027.4	1,225.0	644.5	1,352.9	2,244.2	2,621.3
Edmonton	3	3	3	--	--	758.3	--	--	--	1,706.8	--	--	--	2,234.2	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	3	3	3	--	--	559.4	--	--	--	1,126.9	--	--	--	2,214.4	--
Eastern Canada	5	5	5	505.9	582.0	653.8	837.5	554.2	800.0	992.3	1,526.5	554.2	800.0	998.0	1,540.8
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	3	3	--	--	622.5	--	--	--	774.2	--	--	--	776.2	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

CA MTCS for the Energy Sector

Scope Analysis

100.000.112 CEO Non-Chairman

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	95	95	95	0.6	350.0	480.0	553.7	630.0	496.5	840.1	1,070.9	1,323.0	622.3	1,375.9	2,264.8	2,618.6
Under \$100 Million	13	13	13	0.1	266.3	300.0	353.6	411.7	333.7	420.0	617.4	894.8	425.7	567.8	742.0	1,043.6
\$100 < \$500 Million	31	31	31	0.2	320.0	392.7	392.8	455.0	405.0	574.5	659.3	855.0	589.3	863.2	1,124.7	1,651.6
\$500 < \$1 Billion	15	15	15	0.7	370.0	500.0	483.6	540.0	582.0	750.0	841.0	1,175.0	827.4	1,329.9	1,490.0	1,970.1
\$1 < \$3 Billion	20	20	20	2.0	480.0	571.9	612.6	743.8	791.4	1,230.0	1,260.8	1,815.4	1,400.7	2,539.5	2,489.1	3,406.2
\$3 < \$5 Billion	6	6	6	--	496.4	666.3	686.3	850.0	839.9	1,013.3	1,170.6	1,523.3	910.0	2,345.4	2,336.2	3,209.6
\$5 Billion and Over	10	10	10	17.5	993.8	1,290.5	1,220.1	1,404.6	2,260.1	2,960.6	2,841.2	3,445.3	6,847.5	8,497.4	8,449.8	10,363.6
Barrel of Oil Equivalent/Day																
All	55	55	55	19,821	335.0	410.0	509.1	535.0	474.3	800.0	969.6	1,056.0	622.3	1,239.4	2,298.0	2,764.6
Under 10,000	15	15	15	5,500	275.0	320.0	395.1	428.2	343.0	422.2	668.5	856.5	429.2	620.6	1,124.1	1,088.0
Under 5,000	8	8	8	--	275.0	282.7	425.2	406.3	354.8	408.0	744.3	956.8	424.0	564.1	1,420.4	1,128.9
5,000 < 10,000	7	7	7	--	257.5	360.5	360.8	428.2	317.5	574.5	582.0	856.5	525.4	651.9	785.6	956.4
10,000 < 100,000	31	31	31	20,554	350.0	405.0	421.3	500.0	496.5	775.0	736.4	907.0	804.5	1,307.5	1,553.9	1,970.1
10,000 < 25,000	19	19	19	14,139	325.0	369.6	371.9	410.0	433.5	549.0	615.5	825.0	607.7	1,099.6	1,250.1	1,773.1
25,000 < 100,000	12	12	12	48,693	425.0	490.0	499.6	583.8	812.5	900.0	927.8	1,025.8	999.9	2,039.9	2,035.0	2,730.8
100,000 and Over	9	9	9	--	600.0	1,000.0	1,001.5	1,362.5	1,270.0	1,969.0	2,274.3	3,460.6	3,213.3	6,861.5	6,817.3	10,717.0
100,000 < 300,000	6	6	6	--	556.9	875.0	984.8	1,442.8	1,151.0	1,644.5	1,932.4	2,716.6	3,077.1	4,101.8	4,681.6	6,911.7
300,000 and Over	3	3	3	--	--	--	1,035.0	--	--	--	2,958.0	--	--	--	11,088.7	--
Total Employment																
Less than 75	24	24	24	41	261.9	312.2	342.3	399.9	339.6	427.9	547.8	815.8	424.0	596.2	880.8	1,055.1
75 < 350	20	20	20	159	377.5	422.0	425.2	473.8	542.3	812.5	777.7	904.1	877.4	1,130.9	1,321.4	1,762.7
350 < 1,500	24	24	24	774	481.4	525.0	540.1	595.5	594.0	942.3	961.0	1,235.0	673.1	1,897.1	1,980.4	3,077.1
1,500 and Over	23	23	23	4,306	630.0	850.0	913.0	1,281.0	1,345.0	1,997.5	2,034.5	2,931.1	1,475.1	4,215.1	4,863.5	7,500.1

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

100.000.120 Chief Operating Officer - Corporate**Specialization:** All Incumbents

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:

47

(Compensation Data
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	55	55	56	242.1	287.7	340.0	378.0	420.0	576.0
Base Salary – Org Weighted (All)	55	55	N/A	241.8	285.0	340.0	377.2	420.0	578.8
STI Granted (\$ Amount) Recvg	48	48	49	74.0	145.5	290.0	314.0	450.0	540.0
STI Granted (% of Base) Recvg	48	48	49	25.0	46.8	69.2	77.7	100.0	139.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	4	--	--	242.8	210.8	--	--
Total Cash Comp – Inc Weighted (All)	55	55	56	298.5	399.4	618.0	667.8	806.9	1,129.4
Total Cash Comp – Org Weighted (All)	55	55	N/A	297.3	383.8	606.0	665.9	811.8	1,141.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	5	5	--	10.0	20.0	27.2	48.0	--
STI Target (% of Base) Eligible	36	36	37	29.0	43.5	55.0	59.3	80.0	100.0
STI Maximum (% of Base) Eligible	18	18	19	60.0	84.0	110.0	105.9	120.0	160.0
Target Total Cash Compensation	39	39	40	321.9	378.0	580.4	628.2	710.6	1,091.2

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	45	45	46	5.7	6.9	8.5	10.6	12.3	20.6
Total LTI (\$ Amount) – Recvg	37	37	38	121.1	301.7	762.3	1,011.8	1,353.6	2,592.6
Target Total Direct Comp (\$ Amount) – Recvg	23	23	24	572.0	1,105.3	1,335.0	1,636.2	2,336.2	3,316.4
Target Total Direct Comp (\$ Amount) – All	39	39	40	329.7	497.8	1,101.2	1,201.9	1,421.4	3,086.1
Total Direct Comp (\$ Amount) – Recvg	37	37	38	571.2	1,156.9	1,382.9	1,753.6	2,065.6	3,522.0
Total Direct Comp (\$ Amount) – All	55	55	56	313.5	562.8	1,209.6	1,363.0	1,601.6	3,239.4

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	52	53	95
Other Guaranteed Cash	6	6	11
Other Non-Guaranteed Cash	11	11	20
LTI	47	48	86
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*1	1	--
Midpoint	*1	1	--
Maximum	*1	1	--
Compa-ratio	1	1	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	18	18	1985
Year of Birth	52	53	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	52	53	11

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CA MTCS for the Energy Sector

Scope Analysis

100.000.120 Chief Operating Officer - Corporate

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	37	37	37	281.5	333.0	369.3	395.0	415.0	547.4	638.1	765.9	542.2	1,197.4	1,437.7	1,787.0
Fully Integrated	3	3	3	--	--	599.0	--	--	--	931.0	--	--	--	2,041.4	--
Exploration & Production	34	34	34	283.3	331.5	349.0	378.8	430.6	545.6	612.2	740.3	549.4	1,184.3	1,384.5	1,611.1
Services and Drilling	7	7	7	329.1	340.0	372.4	450.0	593.1	817.0	796.4	967.5	645.6	1,244.9	1,182.4	1,378.3
Services and Equipment	6	6	6	311.5	338.8	377.6	475.0	527.1	744.9	792.9	1,070.2	634.6	1,179.5	1,058.2	1,368.2
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*3	4	--	--	437.4	--	--	--	765.4	--	--	--	1,479.0	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	3	3	--	--	531.7	--	--	--	911.9	--	--	--	2,121.5	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	51	51	52	279.8	337.8	365.5	415.0	379.4	580.5	638.9	773.8	534.9	1,184.3	1,296.2	1,527.0
Calgary	51	51	52	279.8	337.8	365.5	415.0	379.4	580.5	638.9	773.8	534.9	1,184.3	1,296.2	1,527.0
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated.

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

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CA MTCS for the Energy Sector

Scope Analysis

100.000.120 Chief Operating Officer - Corporate

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	54	54	55	0.5	295.8	340.0	380.8	420.0	446.3	630.0	675.8	811.8	581.0	1,221.9	1,383.7	1,607.5
Under \$100 Million	8	8	8	--	236.3	250.6	287.5	301.0	296.3	363.3	485.8	540.8	331.0	433.3	545.2	616.7
\$100 < \$500 Million	20	20	20	0.3	287.7	329.0	334.3	389.7	395.1	534.5	543.0	650.0	487.4	771.2	907.9	1,366.3
\$500 < \$1 Billion	11	11	11	0.6	325.0	340.0	369.0	365.2	537.9	702.2	734.4	792.0	798.9	1,221.9	1,613.3	1,927.5
\$1 < \$3 Billion	9	9	9	--	333.3	390.0	424.4	521.4	610.0	775.0	744.6	884.2	1,298.8	1,364.8	1,737.1	2,226.8
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	5	6	--	420.0	645.0	624.5	784.3	775.4	1,116.5	1,091.9	1,382.9	1,527.0	2,966.6	2,747.9	3,627.2
Barrel of Oil Equivalent/Day																
All	37	37	37	22,000	281.5	333.0	369.3	395.0	415.0	547.4	638.1	765.9	542.2	1,197.4	1,437.7	1,787.0
Under 10,000	7	7	7	--	245.0	256.3	276.9	315.0	301.9	370.0	390.3	521.5	315.0	383.8	422.1	527.6
Under 5,000	4	4	4	--	--	251.6	265.8	--	--	342.5	342.7	--	--	346.9	346.9	--
5,000 < 10,000	3	3	3	--	--	--	291.7	--	--	--	453.8	--	--	--	522.4	--
10,000 < 100,000	25	25	25	22,526	290.4	340.0	354.5	395.0	464.5	547.4	615.2	731.6	714.1	1,221.9	1,388.2	1,520.5
10,000 < 25,000	15	15	15	18,069	278.0	325.0	344.3	375.0	369.8	483.0	561.2	606.0	581.0	779.0	1,312.3	1,583.7
25,000 < 100,000	10	10	10	44,407	336.3	362.6	369.7	421.3	540.6	731.6	696.2	775.5	1,097.8	1,290.0	1,501.9	1,670.3
100,000 and Over	5	5	5	--	352.5	540.0	572.4	808.5	896.0	1,092.3	1,099.5	1,306.5	2,306.8	3,200.3	3,107.5	3,861.9
100,000 < 300,000	4	4	4	--	--	567.5	580.5	--	--	1,154.2	1,120.1	--	--	2,966.6	2,882.5	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	14	14	14	46	242.3	265.6	278.3	317.5	311.7	376.9	448.1	570.3	362.9	505.3	656.9	693.3
75 < 350	18	18	18	159	317.7	340.9	365.3	405.0	479.5	559.0	633.5	713.2	727.9	1,244.7	1,369.1	1,488.9
350 < 1,500	10	10	11	569	315.0	340.0	345.7	420.0	378.0	710.0	631.0	775.0	378.0	1,353.5	1,478.6	1,880.7
1,500 and Over	11	11	11	3,505	340.0	550.0	554.7	750.0	811.8	1,017.0	999.4	1,378.2	1,244.9	1,607.5	2,107.5	3,200.3

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

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CA MTCS for the Energy Sector

100.010.120 Chief Operating Officer - Subsidiary/Group/Division

Specialization: All Incumbents

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:	13									Year over Year % Increase (Mean):			2.1%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	16	17	18	252.9	297.5	334.0	356.3	450.2	508.0	STI	15	17	94
Base Salary – Org Weighted (All)	16	17	N/A	245.9	289.1	334.0	357.7	450.4	516.0	Other Guaranteed Cash	2	2	11
STI Granted (\$ Amount) Recvg	11	12	13	88.5	175.0	300.0	309.0	403.8	599.7	Other Non-Guaranteed Cash	3	4	22
STI Granted (% of Base) Recvg	11	12	13	30.8	55.4	77.1	86.8	104.5	181.0	LTI	13	15	83
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	16	17	18	272.0	345.2	505.5	579.5	757.9	1,025.3				
Total Cash Comp – Org Weighted (All)	16	17	N/A	271.8	339.3	500.0	573.4	775.7	1,025.5				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	3	3	3	--	--	--	40.0	--	--	Minimum	0	0	--
STI Target (% of Base) Eligible	12	12	13	30.0	42.5	70.0	74.2	100.0	160.0	Midpoint	0	0	--
STI Maximum (% of Base) Eligible	10	10	11	52.0	60.0	100.0	100.0	140.0	148.0	Maximum	0	0	--
Target Total Cash Compensation	13	13	14	324.6	414.4	621.4	655.2	966.5	1,019.4	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	12	13	14	3.1	7.5	10.4	11.5	14.6	23.0	Graduation Year	7	8	1987
Total LTI (\$ Amount) – Recvg	8	8	9	--	239.6	795.0	751.2	1,106.1	--	Year of Birth	16	18	1960
Target Total Direct Comp (\$ Amount) – Recvg	8	8	9	--	941.5	1,374.4	1,464.4	1,957.7	--				
Target Total Direct Comp (\$ Amount) – All	13	13	14	348.1	589.7	1,107.6	1,147.1	1,490.4	2,367.7		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	8	8	9	--	985.4	1,488.9	1,460.5	1,740.2	--	Hired since 2014	16	18	17
Total Direct Comp (\$ Amount) – All	16	17	18	275.6	429.1	694.4	964.1	1,490.1	1,972.4				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--				

*More than 35% of the rates within the sample are supplied by one organization

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CA MTCS for the Energy Sector

Scope Analysis

100.010.120 Chief Operating Officer - Subsidiary/Group/Division

				Base Salary				Total Cash Compensation				Total Direct Compensation			
Scope Category	Distinct Orgs	Num Orgs	Num Obs	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	9	9	10	302.4	334.0	345.5	375.8	325.8	512.4	536.0	697.6	359.2	694.4	888.1	1,490.1
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	9	9	10	302.4	334.0	345.5	375.8	325.8	512.4	536.0	697.6	359.2	694.4	888.1	1,490.1
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	14	14	15	313.2	342.6	375.8	450.7	351.0	566.6	615.6	811.5	465.6	1,025.2	1,075.7	1,493.6
Calgary	13	13	14	311.4	338.3	370.5	457.5	345.2	538.8	601.7	795.2	441.5	909.4	1,050.6	1,517.1
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated.

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

100.010.120 Chief Operating Officer - Subsidiary/Group/Division

Unit: Operating Unit, Subsidiary, Group/Division				Base Salary				Total Cash Compensation				Total Direct Compensation				
Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	14	15	16	0.9	282.4	338.3	361.8	450.5	371.9	533.3	600.0	793.6	453.2	909.4	1,031.2	1,492.4
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	4	4	--	--	346.8	358.4	--	--	458.8	551.5	--	--	694.4	733.8	--
\$500 < \$1 Billion	3	*3	4	--	--	--	313.3	--	--	--	524.0	--	--	--	930.1	--
\$1 < \$3 Billion	4	5	5	--	252.2	346.2	360.1	475.0	462.0	500.0	637.8	882.6	473.0	1,025.2	1,090.3	1,740.2
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	10	10	11	15,000	306.0	334.0	341.9	351.0	327.7	511.0	533.7	683.5	369.2	595.2	855.1	1,488.9
Under 10,000	5	5	5	--	265.0	320.0	334.5	411.3	295.0	327.7	489.0	763.7	302.6	595.2	634.2	985.4
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	3	3	3	--	--	--	360.9	--	--	--	618.4	--	--	--	855.3	--
10,000 < 100,000	5	5	6	--	311.4	334.0	348.0	375.8	431.4	596.7	571.0	697.6	441.5	1,007.2	1,039.3	1,593.4
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	*4	5	--	--	334.0	347.4	--	--	682.3	615.0	--	--	1,488.9	1,173.3	--
100,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	4	4	4	--	--	295.0	298.1	--	--	323.8	371.1	--	--	462.2	498.5	--
75 < 350	4	*4	5	--	--	334.0	361.0	--	--	682.3	637.7	--	--	1,177.2	1,010.9	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	6	7	7	--	272.2	450.0	393.9	500.0	434.7	500.0	610.7	811.5	449.1	1,427.3	1,259.2	1,892.8

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

2015

CA MTCS for the Energy Sector

100.012.110 CEO Subsidiary

Specialization: All Incumbents

This position is the chief executive or president for a subsidiary. The employee is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures. Represents the subsidiary to its customers, the financial community, and the general public. Frequently reports to a Chief Executive Officer or Chief Operating Officer of a parent organization. Note: Reporting entity is a Subsidiary. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:	6										Year over Year % Increase (Mean):			0.5%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation														
Base Salary – Inc Weighted (All)	9	9	9	--	285.0	345.0	453.9	462.5	--		STI	9	9	100
Base Salary – Org Weighted (All)	9	9	N/A	--	285.0	345.0	453.9	462.5	--		Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	7	7	7	--	230.0	300.0	929.5	1,430.0	--		Other Non-Guaranteed Cash	1	1	11
STI Granted (% of Base) Recvg	7	7	7	--	59.1	66.7	249.5	126.8	--		LTI	6	6	67
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--		Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	9	9	9	--	339.6	628.5	1,176.8	1,846.9	--		Salary Range	Dist. Orgs	Num Obs	Median
Total Cash Comp – Org Weighted (All)	9	9	N/A	--	339.6	628.5	1,176.8	1,846.9	--		Minimum	0	0	--
Target Annual Cash Compensation											Midpoint	0	0	--
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--		Maximum	0	0	--
STI Target (% of Base) Eligible	6	6	6	--	48.8	67.5	267.2	398.3	--		Compa-ratio	0	0	--
STI Maximum (% of Base) Eligible	5	5	5	--	55.0	90.0	114.0	185.0	--		Demographics	Dist. Orgs	Num Obs	Median
Target Total Cash Compensation	6	6	6	--	396.2	687.9	1,458.2	3,018.8	--		Graduation Year	4	4	1992
Estimated Total Direct Compensation											Year of Birth	9	9	1960
Total Perquisite Value (\$ Amount)	8	8	8	--	7.0	15.6	19.4	29.1	--			Dist. Orgs	Num Obs	% of Obs
Total LTI (\$ Amount) – Recvg	4	4	4	--	--	288.1	374.1	--	--		Hired since 2014	9	9	11
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	1,025.6	--	--					
Target Total Direct Comp (\$ Amount) – All	6	6	6	--	617.2	1,185.6	1,682.2	3,055.8	--					
Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	904.4	1,026.4	--	--					
Total Direct Comp (\$ Amount) – All	9	9	9	--	488.8	866.1	1,360.3	2,212.2	--					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--					

*More than 35% of the rates within the sample are supplied by one organization

2015

CA MTCS for the Energy Sector

Scope Analysis

100.012.110 CEO Subsidiary

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	7	7	7	285.0	345.0	486.4	500.0	320.0	575.0	854.0	963.7	325.9	810.0	1,045.0	1,644.9
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	7	7	7	285.0	345.0	486.4	500.0	320.0	575.0	854.0	963.7	325.9	810.0	1,045.0	1,644.9
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	8	8	8	285.0	332.5	448.1	417.5	329.8	601.8	1,223.9	2,288.4	407.4	904.4	1,429.1	2,495.8
Calgary	8	8	8	285.0	332.5	448.1	417.5	329.8	601.8	1,223.9	2,288.4	407.4	904.4	1,429.1	2,495.8
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

CA MTCS for the Energy Sector

Scope Analysis

100.012.110 CEO Subsidiary

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	8	8	8	--	285.0	332.5	448.1	417.5	329.8	601.8	1,223.9	2,288.4	407.4	904.4	1,429.1	2,495.8
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	4	4	--	--	315.0	321.3	--	--	467.1	532.0	--	--	758.9	849.9	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	7	7	7	--	285.0	345.0	486.4	500.0	320.0	575.0	854.0	963.7	325.9	810.0	1,045.0	1,644.9
Under 10,000	3	3	3	--	--	--	278.3	--	--	--	303.1	--	--	--	404.8	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	3	3	3	--	--	--	423.3	--	--	--	779.6	--	--	--	1,107.0	--
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	3	3	3	--	--	--	278.3	--	--	--	303.1	--	--	--	404.8	--
75 < 350	3	3	3	--	--	--	423.3	--	--	--	779.6	--	--	--	1,107.0	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

2015

CA MTCS for the Energy Sector

100.013.110 Top Group Executive

Specialization: All Incumbents

This position is the chief executive or president of a group. The employee is responsible for the direction, management, and performance of a group which functions as a profit center. The group for which the executive is responsible must consist of multiple divisions. This position typically supervises both sales and marketing and operations, and may have responsibility for group accounting, purchasing, personnel, engineering, and/or financial functions. Frequently reports to the Chief Executive Officer of either a Subsidiary or Corporate organization. Note. Reporting entity is Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:	10									Year over Year % Increase (Mean):			3.5%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	12	13	13	241.8	277.4	450.0	438.0	540.5	667.8	STI	11	12	92
Base Salary – Org Weighted (All)	12	13	N/A	241.8	277.4	450.0	438.0	540.5	667.8	Other Guaranteed Cash	1	1	8
STI Granted (\$ Amount) Recvg	10	11	11	75.3	138.0	315.9	331.2	500.0	671.0	Other Non-Guaranteed Cash	3	3	23
STI Granted (% of Base) Recvg	10	11	11	25.9	37.6	78.6	68.8	94.3	95.6	LTI	9	10	77
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	12	13	13	288.1	426.4	619.0	718.3	1,023.1	1,305.1	Salary Range			
Total Cash Comp – Org Weighted (All)	12	13	N/A	288.1	426.4	619.0	718.3	1,023.1	1,305.1	Dist. Orgs	Num Obs	Median	
Target Annual Cash Compensation										Minimum	0	0	--
STI Threshold (% of Base) Eligible	4	4	4	--	--	22.5	20.6	--	--	Midpoint	0	0	--
STI Target (% of Base) Eligible	10	11	11	42.0	50.0	65.0	61.8	70.0	75.0	Maximum	0	0	--
STI Maximum (% of Base) Eligible	8	9	9	--	90.0	110.0	123.3	154.0	--	Compa-ratio	0	0	--
Target Total Cash Compensation	11	12	12	274.2	415.0	711.3	698.4	922.9	1,172.3	Demographics			
Estimated Total Direct Compensation										Dist. Orgs	Num Obs	Median	
Total Perquisite Value (\$ Amount)	7	8	8	--	8.6	18.9	21.5	35.0	--	Graduation Year	*1	1	--
Total LTI (\$ Amount) – Recvg	8	9	9	--	271.4	937.3	1,141.3	2,157.6	--	Year of Birth	11	12	1963
Target Total Direct Comp (\$ Amount) – Recvg	8	9	9	--	828.3	1,703.6	1,872.8	3,060.6	--	Dist. Orgs			
Target Total Direct Comp (\$ Amount) – All	11	12	12	292.8	494.3	1,320.5	1,568.7	2,299.1	3,738.0	Num Obs	% of Obs		
Total Direct Comp (\$ Amount) – Recvg	8	9	9	--	814.1	1,580.2	1,910.0	3,145.1	--	Hired since 2014	12	13	0
Total Direct Comp (\$ Amount) – All	12	13	13	293.3	457.4	1,435.6	1,521.6	2,240.7	3,836.9				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--				

*More than 35% of the rates within the sample are supplied by one organization

2015

CA MTCS for the Energy Sector

Scope Analysis

100.013.110 Top Group Executive

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	4	4	4	--	528.5	548.0	--	--	989.0	989.0	--	--	1,994.4	2,174.0	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	4	4	--	528.5	548.0	--	--	989.0	989.0	--	--	1,994.4	2,174.0	--
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	5	5	256.1	424.8	398.6	528.0	426.4	527.7	627.5	878.4	457.4	796.3	1,023.5	1,703.1
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	11	11	11	275.9	450.0	430.8	550.9	347.8	538.0	687.9	1,016.1	409.8	832.0	1,324.2	1,970.6
Calgary	11	11	11	275.9	450.0	430.8	550.9	347.8	538.0	687.9	1,016.1	409.8	832.0	1,324.2	1,970.6
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

CA MTCS for the Energy Sector

Scope Analysis

100.013.110 Top Group Executive

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	11	12	12	1.4	309.2	470.0	453.6	545.7	510.7	679.9	757.3	1,026.5	577.8	1,456.8	1,627.6	2,375.8
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	339.1	--	--	--	460.2	--	--	--	570.4	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	4	4	--	--	412.4	417.6	--	--	639.3	681.7	--	--	1,133.8	1,625.3	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	5	5	--	470.0	530.0	551.2	643.0	747.0	1,016.1	996.0	1,234.9	1,529.1	1,970.6	2,263.8	3,145.1
Barrel of Oil Equivalent/Day																
All	3	4	4	--	--	510.0	496.7	--	--	952.5	886.5	--	--	3,145.1	2,749.3	--
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	449.3	--	--	--	711.9	--	--	--	1,725.5	--
350 < 1,500	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	7	8	8	--	315.4	470.0	462.0	545.7	415.6	807.9	801.7	1,026.5	666.2	1,529.1	1,690.3	2,375.8

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

100.014.110 Top Division Executive**Specialization:** All Incumbents

This position is the Chief Executive Officer for a division. The employee is responsible for the direction, management, and performance of a division which functions as a profit center. This position typically supervises both sales and marketing and operations, and may have responsibility for divisional accounting, purchasing, personnel, engineering, and/or financial functions. Frequently reports to the Chief Executive Officer of a Corporation, Subsidiary, or Group. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:

8

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	8	12	12	185.7	278.5	325.0	324.6	393.8	423.5
Base Salary – Org Weighted (All)	8	12	N/A	185.7	278.5	325.0	324.6	393.8	423.5
STI Granted (\$ Amount) Recvg	7	10	10	59.2	85.9	137.3	164.1	215.4	409.0
STI Granted (% of Base) Recvg	7	10	10	19.1	35.3	43.9	51.0	66.1	99.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	8	12	12	261.5	344.4	463.3	461.4	492.0	773.9
Total Cash Comp – Org Weighted (All)	8	12	N/A	261.5	344.4	463.3	461.4	492.0	773.9

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	6	6	--	14.4	16.3	16.7	20.0	--
STI Target (% of Base) Eligible	8	11	11	26.0	30.0	40.0	45.5	50.0	93.0
STI Maximum (% of Base) Eligible	4	7	7	--	60.0	70.0	70.0	80.0	--
Target Total Cash Compensation	8	11	11	228.8	384.0	438.3	479.1	616.3	738.7

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	5	7	7	--	9.2	12.0	18.2	22.3	--
Total LTI (\$ Amount) – Recvg	5	7	7	--	107.1	252.9	505.6	988.9	--
Target Total Direct Comp (\$ Amount) – Recvg	5	7	7	--	417.7	660.4	971.3	1,704.8	--
Target Total Direct Comp (\$ Amount) – All	8	11	11	288.5	428.0	566.7	811.2	693.3	2,341.0
Total Direct Comp (\$ Amount) – Recvg	5	7	7	--	442.4	670.9	993.1	1,861.8	--
Total Direct Comp (\$ Amount) – All	8	12	12	298.6	436.2	504.4	766.9	711.5	2,200.0

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
---	---	---	---	----	----	----	----	----	----

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.6%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	8	12	100
Other Guaranteed Cash	1	1	8
Other Non-Guaranteed Cash	1	1	8
LTI	8	12	100
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	0	0	--
Midpoint	0	0	--
Maximum	0	0	--
Compa-ratio	0	0	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	3	3	--
Year of Birth	7	11	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	7	11	9

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CA MTCS for the Energy Sector

Scope Analysis

100.014.110 Top Division Executive

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	4	4	4	--	397.5	392.5	--	--	542.5	590.1	--	--	1,180.0	1,284.8	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	4	4	--	397.5	392.5	--	--	542.5	590.1	--	--	1,180.0	1,284.8	--
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	2	4	4	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	4	4	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	7	8	8	278.5	331.6	334.8	408.8	385.0	480.2	503.5	568.7	456.3	648.7	950.5	1,577.6
Calgary	6	7	7	291.1	350.0	343.5	420.0	371.6	472.1	505.7	594.9	442.4	626.5	990.4	1,861.8
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	4	4	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	2	4	4	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

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CA MTCS for the Energy Sector

Scope Analysis

100.014.110 Top Division Executive

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	7	11	11	2.0	274.3	320.0	315.5	375.0	335.3	472.1	464.7	492.7	442.4	510.7	797.2	725.0
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	9	9	--	252.2	320.0	311.9	387.5	332.7	472.1	472.3	543.8	392.2	510.7	849.4	1,293.4
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	4	4	4	--	--	397.5	392.5	--	--	542.5	590.1	--	--	1,180.0	1,284.8	--
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	3	7	7	--	230.1	291.1	287.4	330.0	330.0	454.5	400.7	488.2	342.0	466.5	491.1	670.9

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

100.020.120 Top International Executive

Specialization: All Incumbents

This position is responsible for establishing and implementing international strategies and policies. Identifies, evaluates, and manages international business opportunities, negotiating all pertinent contracts and agreements necessary. Ensures the company invests in economically attractive projects in line with the company's financial objectives, legal standards, and risk tolerances. Responsible for preparing, implementing and monitoring long range plans and budgets. May be responsible for maintaining external relations with business, professional, governmental and international groups. Frequently reports to a Chief Executive Officer. Note: Do not report expatriates to this position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incumbents in the same position:										Year over Year % Increase (Mean):				--%
(Compensation Data Displayed in \$000s)	2	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile				
Actual Annual Cash Compensation										Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig	
Base Salary – Inc Weighted (All)		3	3	3	--	--	--	366.7	--	--	STI	3	3	100
Base Salary – Org Weighted (All)		3	3	N/A	--	--	--	366.7	--	--	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg		2	*2	2	--	--	--	--	--	--	Other Non-Guaranteed Cash	2	2	67
STI Granted (% of Base) Recvg		2	*2	2	--	--	--	--	--	--	LTI	2	2	67
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg		1	*1	1	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)		3	3	3	--	--	--	568.0	--	--				
Total Cash Comp – Org Weighted (All)		3	3	N/A	--	--	--	568.0	--	--				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median	
STI Threshold (% of Base) Eligible		0	0	0	--	--	--	--	--	--	Minimum	0	0	--
STI Target (% of Base) Eligible		3	3	3	--	--	--	75.0	--	--	Midpoint	0	0	--
STI Maximum (% of Base) Eligible		0	0	0	--	--	--	--	--	--	Maximum	0	0	--
Target Total Cash Compensation		3	3	3	--	--	--	651.1	--	--	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median	
Total Perquisite Value (\$ Amount)		2	*2	2	--	--	--	--	--	--	Graduation Year	*1	1	--
Total LTI (\$ Amount) – Recvg		2	*2	2	--	--	--	--	--	--	Year of Birth	3	3	--
Target Total Direct Comp (\$ Amount) – Recvg		2	*2	2	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All		3	3	3	--	--	--	934.5	--	--				
Total Direct Comp (\$ Amount) – Recvg		2	*2	2	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All		3	3	3	--	--	--	851.4	--	--				
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg		0	0	0	--	--	--	--	--	--				
											Dist. Orgs	Num Obs	% of Obs	
											Hired since 2014	3	3	0

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):				--%
Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig	
STI	3	3	100	
Other Guaranteed Cash	0	0	0	
Other Non-Guaranteed Cash	2	2	67	
LTI	2	2	67	
Overtime	0	0	0	
Salary Range				
Minimum	Dist. Orgs	Num Obs	Median	
Minimum	0	0	--	
Midpoint	0	0	--	
Maximum	0	0	--	
Compa-ratio	0	0	--	
Demographics				
Graduation Year	Dist. Orgs	Num Obs	Median	
Graduation Year	*1	1	--	
Year of Birth	3	3	--	
Hired since 2014				
	Dist. Orgs	Num Obs	% of Obs	
Hired since 2014	3	3	0	

2015

CA MTCS for the Energy Sector

Scope Analysis

100.020.120 Top International Executive

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	3	3	3	--	--	--	366.7	--	--	--	568.0	--	--	--	851.4	--
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

CA MTCS for the Energy Sector

Specialization: All Incumbents

Incumbents in the same position:

Year over Year % Increase (Mean):

100.030.110

2015

CA MTCS for the Energy Sector

Scope Analysis

100.030.110 Country Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	4	4	4	--	265.0	344.0	--	--	343.8	513.4	--	--	353.8	798.6	--
Calgary	4	4	4	--	265.0	344.0	--	--	343.8	513.4	--	--	353.8	798.6	--
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

100.132.130 Top Operations Executive

Specialization: All Incumbents

This position is responsible for strategy development and the planning, direction and co-ordination of all activities involving company operations which may include engineering, oil sands, pipeline, field or plant operations. Typically direct reports would include related operations managers and operations support services. Conducts and reviews feasibility of new or revised systems and procedures. Manages the internal audit process to ensure compliance with organizational standards. Frequently reports to a Chief Executive Officer or Chief Operating Officer.

Incumbents in the same position:

109

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	77	94	156	198.3	230.7	274.2	280.1	316.2	370.2
Base Salary – Org Weighted (All)	77	94	N/A	202.5	234.5	274.2	279.8	318.8	362.8
STI Granted (\$ Amount) Recvg	64	77	122	40.8	83.8	131.9	162.5	219.5	320.5
STI Granted (% of Base) Recvg	64	77	122	16.8	31.9	47.8	53.9	63.9	98.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	5	6	--	6.0	30.0	27.1	45.7	--
Total Cash Comp – Inc Weighted (All)	77	94	156	218.7	286.2	373.5	408.2	515.6	648.9
Total Cash Comp – Org Weighted (All)	77	94	N/A	237.3	287.1	366.1	413.3	499.9	677.7

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	12	14	18	8.5	15.0	17.5	17.7	20.5	26.0
STI Target (% of Base) Eligible	58	73	111	30.0	35.0	40.0	45.3	50.0	72.0
STI Maximum (% of Base) Eligible	38	49	75	30.4	60.0	80.0	79.9	90.0	132.0
Target Total Cash Compensation	65	81	133	235.1	297.5	371.3	392.4	476.5	581.4

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	53	66	103	5.3	6.8	10.6	14.6	23.3	30.8
Total LTI (\$ Amount) – Recvg	46	59	97	109.0	213.6	378.2	425.6	572.6	754.4
Target Total Direct Comp (\$ Amount) – Recvg	38	50	79	464.9	603.0	792.9	887.0	1,132.5	1,411.9
Target Total Direct Comp (\$ Amount) – All	65	81	133	236.8	313.9	529.6	653.4	867.0	1,255.3
Total Direct Comp (\$ Amount) – Recvg	46	59	97	400.3	631.9	826.3	916.4	1,172.1	1,399.8
Total Direct Comp (\$ Amount) – All	77	94	156	229.0	297.6	623.8	682.5	944.3	1,265.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	*6	9	--	16.8	24.0	32.6	50.2	--
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	70	134	86
Other Guaranteed Cash	14	21	13
Other Non-Guaranteed Cash	16	25	16
LTI	56	115	74
Overtime	3	5	3

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	23	59	247.4
Midpoint	25	66	295.0
Maximum	23	59	346.1
Compa-ratio	25	66	97.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	19	34	1988
Year of Birth	73	144	1963

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	74	146	10

2015

CA MTCS for the Energy Sector

Scope Analysis

100.132.130 Top Operations Executive

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	31	33	54	250.0	293.8	306.9	361.8	342.3	426.5	464.3	594.3	598.2	864.2	940.4	1,222.4
Fully Integrated	3	*3	10	--	--	393.6	--	--	--	581.8	--	--	--	1,225.5	--
Exploration & Production	28	30	44	249.9	275.3	287.2	317.8	332.4	390.7	437.5	558.0	544.2	801.6	875.6	1,048.3
Services and Drilling	17	21	37	210.7	253.0	256.4	296.3	239.7	320.2	371.5	465.3	277.6	357.9	498.0	728.6
Services and Equipment	13	17	24	196.2	231.2	244.2	288.1	224.7	300.4	363.4	477.6	274.9	339.2	463.8	685.2
Drilling	4	4	13	--	275.0	279.0	--	--	335.0	386.3	--	--	426.7	561.2	--
Energy Marketing	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	12	13	21	228.1	255.0	266.1	293.2	269.2	323.6	347.2	382.4	270.8	332.3	416.7	492.3
Public Sector (Regulatory Agencies, Government)	4	*4	12	--	199.5	202.3	--	--	203.3	209.2	--	--	203.5	209.2	--
Pipeline/Midstream	11	13	17	267.5	319.0	315.9	354.4	342.0	501.0	503.5	637.5	503.6	885.6	883.9	1,209.2
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	5	*5	9	265.5	283.3	278.5	287.1	398.0	413.5	418.0	443.0	575.5	795.9	729.0	852.3
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	64	73	118	238.8	275.3	285.4	322.5	291.8	404.4	429.6	576.3	331.7	707.5	742.4	1,004.5
Calgary	55	59	93	244.0	281.3	291.0	344.4	294.6	428.3	446.1	588.1	347.2	762.3	786.7	1,105.6
Edmonton	8	9	11	205.0	240.0	247.4	278.0	239.4	339.4	351.9	455.7	251.4	499.9	543.0	709.4
Fort McMurray	3	*3	6	--	--	290.3	--	--	--	419.7	--	--	--	857.1	--
Other Alberta	8	8	8	254.0	262.5	269.1	287.7	284.0	365.8	352.0	407.6	295.7	390.7	415.6	516.4
Manitoba/Saskatchewan	6	6	8	202.8	264.6	252.0	285.5	259.9	298.4	336.5	404.8	259.9	303.4	432.0	634.0
Eastern Canada	11	12	18	224.8	274.2	281.1	295.3	289.3	369.9	385.2	447.4	289.3	455.5	582.0	837.4
Atlantic Canada	5	*5	8	216.4	265.0	276.4	306.0	246.0	316.0	348.3	439.7	250.0	317.6	502.3	877.0
Ontario	7	7	9	246.1	283.3	287.1	300.6	315.9	411.3	416.7	458.4	358.1	501.3	626.2	842.5
Québec	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

100.132.130 Top Operations Executive

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	71	88	148	1.3	230.7	275.0	281.4	317.8	287.9	390.7	415.0	547.6	315.1	634.0	703.0	961.2
Under \$100 Million	6	*6	11	0.0	155.7	180.3	211.2	258.8	181.9	258.8	265.7	357.7	181.9	258.8	265.8	357.7
\$100 < \$500 Million	16	19	27	0.3	205.7	244.8	250.6	272.0	225.8	260.0	340.2	390.0	225.8	316.2	434.9	544.6
\$500 < \$1 Billion	9	9	17	0.6	219.1	235.0	247.0	284.2	242.2	321.9	356.4	402.7	242.2	403.7	510.8	756.4
\$1 < \$3 Billion	22	28	39	2.0	235.2	285.5	281.3	315.7	292.1	404.8	417.8	567.5	315.7	628.6	678.3	806.1
\$3 < \$5 Billion	6	6	9	--	244.0	275.0	284.7	318.1	312.5	420.2	488.7	728.4	323.9	484.7	1,001.2	1,896.6
\$5 Billion and Over	12	20	45	17.5	275.3	313.5	329.4	377.5	399.2	490.0	501.4	600.4	798.2	963.7	1,005.2	1,224.9
Barrel of Oil Equivalent/Day																
All	30	33	57	37,367	264.5	290.0	306.7	349.9	357.9	428.3	469.3	587.4	651.8	857.8	944.3	1,224.9
Under 10,000	6	6	8	--	235.5	265.0	274.1	336.2	276.9	374.1	378.0	492.5	283.4	374.3	490.4	772.2
Under 5,000	4	*4	5	--	--	250.0	239.5	--	--	358.2	340.0	--	--	358.2	343.3	--
5,000 < 10,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	16	16	18	28,223	249.3	287.4	291.4	330.2	316.2	398.9	450.8	532.6	504.8	723.8	802.7	1,057.1
10,000 < 25,000	7	7	8	--	224.2	260.6	256.5	279.7	310.5	343.6	350.5	407.8	334.6	544.3	580.3	771.1
25,000 < 100,000	9	9	10	54,320	288.1	323.3	319.3	346.7	369.8	472.4	531.0	665.5	669.6	783.4	980.6	1,453.9
100,000 and Over	8	11	31	260,713	266.0	313.5	323.9	380.0	373.0	475.5	503.6	612.6	822.5	1,017.5	1,143.6	1,276.2
100,000 < 300,000	5	*5	13	140,803	328.4	380.0	374.1	420.5	582.4	612.6	631.1	672.5	1,245.0	1,355.2	1,536.0	1,663.9
300,000 and Over	3	*6	18	534,900	264.8	273.1	287.7	313.9	353.5	398.0	411.5	440.5	796.8	848.4	860.2	969.4
Total Employment																
Less than 75	8	8	8	--	210.0	240.3	246.7	291.2	220.0	284.4	296.3	374.5	222.2	287.9	383.1	605.1
75 < 350	18	23	25	201	202.5	260.0	260.4	292.5	249.8	311.9	342.2	419.2	283.9	386.9	521.1	733.6
350 < 1,500	21	21	40	969	213.7	248.0	258.3	317.8	226.9	333.7	408.4	585.1	226.9	355.2	693.6	1,002.1
1,500 and Over	26	38	73	3,586	259.5	285.5	304.4	351.0	341.9	426.7	449.0	575.1	470.2	793.0	792.1	1,117.9

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

2015

CA MTCS for the Energy Sector

110.100.130 Corporate Secretary

Specialization: All Incumbents

This position is responsible for the administration of all matters related to non-financial records. Maintains and safeguards official and legal documents, records and reports, files statements and information as required by organization's bylaws, and government laws and regulations. Affixes the corporate seal as required. Coordinates shareholder lists and registrations. Responds to shareholder requests for information. Arranges shareholder meetings, prepares related agenda and records minutes. Advises officers of the company of significant changes or developments in stock ownership and control. May also be responsible for investor relations. This position usually reports to the Top Legal Executive.

Incumbents in the same position: 21										Year over Year % Increase (Mean): 2.4%				
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility		Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation										STI		23	24	92
Base Salary – Inc Weighted (All)	25	25	26	110.9	148.3	186.0	188.3	230.5	266.5	Other Guaranteed Cash		5	6	23
Base Salary – Org Weighted (All)	25	25	N/A	109.3	149.9	186.9	190.3	230.9	267.0	Other Non-Guaranteed Cash		7	7	27
STI Granted (\$ Amount) Recvg	19	19	20	10.8	24.4	47.9	60.0	92.7	123.6	LTI		17	18	69
STI Granted (% of Base) Recvg	19	19	20	7.3	16.2	26.4	29.4	37.7	66.8	Overtime		2	2	8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	4	--	--	19.6	46.8	--	--					
Total Cash Comp – Inc Weighted (All)	25	25	26	123.6	171.9	221.7	241.6	295.1	436.1					
Total Cash Comp – Org Weighted (All)	25	25	N/A	122.4	173.7	224.6	244.0	298.4	438.1					
Target Annual Cash Compensation														
STI Threshold (% of Base) Eligible	3	3	3	--	--	--	12.5	--	--					
STI Target (% of Base) Eligible	18	18	19	10.0	20.0	25.0	26.3	30.0	40.0					
STI Maximum (% of Base) Eligible	13	13	14	11.5	33.8	50.0	46.5	60.0	75.0					
Target Total Cash Compensation	20	20	21	131.2	170.0	216.1	241.9	320.9	456.0					
Estimated Total Direct Compensation														
Total Perquisite Value (\$ Amount)	16	16	16	0.4	1.6	7.0	7.5	8.3	20.2					
Total LTI (\$ Amount) – Recvg	15	15	16	23.5	35.4	71.4	123.9	226.1	339.8					
Target Total Direct Comp (\$ Amount) – Recvg	12	12	13	172.8	239.8	324.1	386.6	499.8	801.3					
Target Total Direct Comp (\$ Amount) – All	20	20	21	141.8	176.0	273.1	309.5	360.6	695.0					
Total Direct Comp (\$ Amount) – Recvg	15	15	16	182.6	229.4	336.7	411.0	611.5	754.1					
Total Direct Comp (\$ Amount) – All	25	25	26	127.3	181.4	238.2	322.5	407.3	713.0					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	2	--	--	--	--	--	--					
										Salary Range		Dist. Orgs	Num Obs	Median
										Minimum		10	11	139.8
										Midpoint		10	11	167.3
										Maximum		10	11	200.8
										Compa-ratio		10	11	106.8
										Demographics		Dist. Orgs	Num Obs	Median
										Graduation Year		8	8	1997
										Year of Birth		24	25	1965
												Dist. Orgs	Num Obs	% of Obs
										Hired since 2014		25	26	8

*More than 35% of the rates within the sample are supplied by one organization

2015

CA MTCS for the Energy Sector

Scope Analysis

110.100.130 Corporate Secretary

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	11	11	12	146.3	192.5	199.6	254.1	175.8	247.0	270.1	356.0	219.2	298.0	380.6	582.5
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	10	10	10	172.3	203.0	211.9	262.4	181.9	275.4	287.9	392.3	244.3	318.6	416.0	658.9
Services and Drilling	3	3	3	--	--	182.4	--	--	--	194.9	--	--	--	239.0	--
Services and Equipment	3	3	3	--	--	182.4	--	--	--	194.9	--	--	--	239.0	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	6	6	160.6	189.2	194.6	230.9	171.9	221.7	232.5	286.0	171.9	222.6	278.2	393.4
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	21	21	22	141.8	186.9	189.5	236.4	171.9	226.9	249.3	315.8	185.0	267.3	340.6	454.8
Calgary	21	21	22	141.8	186.9	189.5	236.4	171.9	226.9	249.3	315.8	185.0	267.3	340.6	454.8
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated.

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

CA MTCS for the Energy Sector

Scope Analysis

110.100.130 Corporate Secretary

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	25	25	26	0.8	148.3	186.0	188.3	230.5	171.9	221.7	241.6	295.1	181.4	238.2	322.5	407.3
Under \$100 Million	3	3	3	--	--	--	135.6	--	--	--	154.2	--	--	--	154.9	--
\$100 < \$500 Million	6	6	6	--	111.6	164.6	158.5	201.5	124.1	203.9	202.4	270.5	154.0	267.3	242.3	315.8
\$500 < \$1 Billion	4	4	4	--	--	170.1	182.2	--	--	191.3	248.8	--	--	192.2	312.1	--
\$1 < \$3 Billion	5	5	5	--	174.5	230.0	219.8	260.1	179.8	270.1	281.6	389.0	198.2	401.1	408.8	623.3
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	5	6	--	141.8	209.4	216.1	281.2	187.3	263.3	285.4	392.3	211.0	377.6	434.1	677.8
Barrel of Oil Equivalent/Day																
All	12	12	13	63,800	147.3	200.0	201.9	246.7	178.9	259.0	282.4	401.5	220.1	313.1	405.6	669.9
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	7	7	7	--	149.3	200.0	190.0	230.0	172.7	259.0	287.0	430.0	251.8	313.1	396.4	705.1
10,000 < 25,000	5	5	5	--	124.6	180.0	167.1	203.0	149.9	235.0	219.7	282.0	209.3	282.9	267.7	318.6
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	5	5	6	--	141.8	208.4	215.8	281.2	181.1	242.5	277.1	392.3	211.0	323.9	416.2	677.8
100,000 < 300,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	3	3	--	--	--	277.8	--	--	--	371.6	--	--	--	622.5	--
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	7	7	7	--	115.5	153.5	169.9	206.0	127.0	182.2	224.6	259.0	166.8	251.8	293.7	324.0
350 < 1,500	6	6	6	--	156.3	174.5	179.6	199.8	171.9	185.2	226.3	271.7	171.9	203.1	278.6	342.7
1,500 and Over	10	10	11	3,082	145.3	224.6	214.0	261.6	193.3	265.3	268.4	348.1	218.2	344.1	386.2	541.6

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

110.100.130 Corporate Secretary**Specialization:** Lawyer

This position is responsible for the administration of all matters related to non-financial records. Maintains and safeguards official and legal documents, records and reports, files statements and information as required by organization's bylaws, and government laws and regulations. Affixes the corporate seal as required. Coordinates shareholder lists and registrations. Responds to shareholder requests for information. Arranges shareholder meetings, prepares related agenda and records minutes. Advises officers of the company of significant changes or developments in stock ownership and control. May also be responsible for investor relations. This position usually reports to the Top Legal Executive

Incumbents in the same position:

5

(Compensation Data
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	5	5	5	--	194.8	230.0	246.0	305.1	--
Base Salary – Org Weighted (All)	5	5	N/A	--	194.8	230.0	246.0	305.1	--
STI Granted (\$ Amount) Recvg	4	4	4	--	--	66.6	88.7	--	--
STI Granted (% of Base) Recvg	4	4	4	--	--	23.2	36.2	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	5	5	5	--	226.9	270.1	320.8	440.1	--
Total Cash Comp – Org Weighted (All)	5	5	N/A	--	226.9	270.1	320.8	440.1	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	4	4	4	--	--	24.5	24.8	--	--
STI Maximum (% of Base) Eligible	3	3	3	--	--	--	47.7	--	--
Target Total Cash Compensation	4	4	4	--	--	292.8	322.4	--	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	4	4	4	--	--	4.3	4.0	--	--
Total LTI (\$ Amount) – Recvg	4	4	4	--	--	202.9	199.1	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	536.4	--	--
Target Total Direct Comp (\$ Amount) – All	4	4	4	--	--	382.3	456.8	--	--
Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	553.1	549.0	--	--
Total Direct Comp (\$ Amount) – All	5	5	5	--	251.8	401.1	483.3	756.0	--

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
---	---	---	---	----	----	----	----	----	----

Year over Year % Increase (Mean):

4.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	5	5	100
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	3	3	60
LTI	4	4	80
Overtime	1	1	20

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*2	2	--
Midpoint	*2	2	--
Maximum	*2	2	--
Compa-ratio	2	2	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	5	5	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	5	5	0

*More than 35% of the rates within the sample are supplied by one organization

CA MTCS for the Energy Sector

110.100.130 Corporate Secretary**Specialization: Non-Lawyer**

This position is responsible for the administration of all matters related to non-financial records. Maintains and safeguards official and legal documents, records and reports, files statements and information as required by organization's bylaws, and government laws and regulations. Affixes the corporate seal as required. Coordinates shareholder lists and registrations. Responds to shareholder requests for information. Arranges shareholder meetings, prepares related agenda and records minutes. Advises officers of the company of significant changes or developments in stock ownership and control. May also be responsible for investor relations. This position usually reports to the Top Legal Executive

Incumbents in the same position:

4

(Compensation Data
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	6	6	6	--	121.5	168.1	165.9	199.5	--
Base Salary – Org Weighted (All)	6	6	N/A	--	121.5	168.1	165.9	199.5	--
STI Granted (\$ Amount) Recvg	5	5	5	--	16.2	47.9	43.4	68.3	--
STI Granted (% of Base) Recvg	5	5	5	--	11.5	25.6	23.0	33.2	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	6	6	--	128.2	203.7	202.1	271.9	--
Total Cash Comp – Org Weighted (All)	6	6	N/A	--	128.2	203.7	202.1	271.9	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	4	4	4	--	--	27.5	23.8	--	--
STI Maximum (% of Base) Eligible	3	3	3	--	--	--	48.3	--	--
Target Total Cash Compensation	4	4	4	--	--	213.8	202.2	--	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	4	4	4	--	--	7.0	5.7	--	--
Total LTI (\$ Amount) – Recvg	4	4	4	--	--	83.3	143.1	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	308.5	--	--
Target Total Direct Comp (\$ Amount) – All	4	4	4	--	--	298.6	265.3	--	--
Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	336.7	390.0	--	--
Total Direct Comp (\$ Amount) – All	6	6	6	--	128.2	290.6	301.3	416.7	--

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
---	---	---	---	----	----	----	----	----	----

Year over Year % Increase (Mean):

1.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	6	100
Other Guaranteed Cash	2	2	33
Other Non-Guaranteed Cash	1	1	17
LTI	4	4	67
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	4	4	136.8
Midpoint	4	4	171.0
Maximum	4	4	205.2
Compa-ratio	4	4	106.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	6	6	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	6	6	0

*More than 35% of the rates within the sample are supplied by one organization.

110.101.130 Top Economic Evaluations/Acquisition & Divestment Executive

Specialization: All Incumbents

This position is responsible for assessing the overall effect of major proposals (e.g. acquisitions, divestments, large-scale changes to operations, or corporate reorganizations) upon the organization's activities. Wholly or in conjunction with other senior executives, develops criteria for use in evaluating proposals and making recommendations. May have a small staff while drawing specific skills from other departments as required. Reports to the Chief Executive Officer

Incumbents in the same position:

12

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	19	19	19	177.7	247.6	293.3	320.0	355.0	484.8
Base Salary – Org Weighted (All)	19	19	N/A	177.7	247.6	293.3	320.0	355.0	484.8
STI Granted (\$ Amount) Recvg	17	17	17	66.8	126.0	200.0	225.5	346.3	437.2
STI Granted (% of Base) Recvg	17	17	17	28.8	48.3	60.1	69.3	79.2	143.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	19	19	19	231.8	378.3	484.9	523.4	660.9	908.7
Total Cash Comp – Org Weighted (All)	19	19	N/A	231.8	378.3	484.9	523.4	660.9	908.7

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	3	3	--	--	--	21.7	--	--
STI Target (% of Base) Eligible	17	17	17	29.3	37.5	50.0	47.7	60.0	63.0
STI Maximum (% of Base) Eligible	13	13	13	45.0	65.0	80.0	86.1	120.0	120.0
Target Total Cash Compensation	18	18	18	227.0	369.2	445.7	479.7	574.4	794.1

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	17	17	17	5.8	8.1	16.4	15.8	23.8	26.6
Total LTI (\$ Amount) – Recvg	14	14	14	224.2	281.4	465.4	586.2	828.3	1,283.4
Target Total Direct Comp (\$ Amount) – Recvg	13	13	13	606.3	696.0	971.2	1,111.9	1,502.4	2,079.8
Target Total Direct Comp (\$ Amount) – All	18	18	18	227.0	564.0	769.2	912.2	1,143.2	1,818.1
Total Direct Comp (\$ Amount) – Recvg	14	14	14	627.8	817.1	975.9	1,150.8	1,494.6	2,128.6
Total Direct Comp (\$ Amount) – All	19	19	19	231.8	582.2	890.0	969.4	1,095.2	1,967.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
---	---	----	---	----	----	----	----	----	----

Year over Year % Increase (Mean):

3.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	18	18	95
Other Guaranteed Cash	4	4	21
Other Non-Guaranteed Cash	3	3	16
LTI	17	17	89
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	0	0	--
Midpoint	0	0	--
Maximum	0	0	--
Compa-ratio	0	0	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	4	4	1996
Year of Birth	18	18	1964

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	19	19	16

*More than 35% of the rates within the sample are supplied by one organization

110.101.130 Top Economic Evaluations/Acquisition & Divestment Executive

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	11	11	11	247.6	293.3	286.2	315.0	378.3	484.9	469.0	570.0	582.2	890.0	932.8	1,095.2
Fully Integrated	3	3	3	--	--	278.6	--	--	--	413.4	--	--	--	775.7	--
Exploration & Production	8	8	8	253.2	292.7	289.0	311.3	383.0	488.5	489.9	580.4	605.0	867.1	991.8	1,294.9
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	3	3	--	--	324.3	--	--	--	514.9	--	--	--	854.3	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	15	15	15	247.6	292.0	289.5	315.0	378.3	483.7	468.4	570.0	582.2	844.2	877.5	1,008.1
Calgary	14	14	14	246.7	291.0	289.2	323.8	388.6	484.3	474.8	573.5	649.6	867.1	898.6	1,029.9
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated.

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

110.101.130 Top Economic Evaluations/Acquisition & Divestment Executive

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	19	19	19	2.1	247.6	293.3	320.0	355.0	378.3	484.9	523.4	660.9	582.2	890.0	969.4	1,095.2
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	4	4	4	--	--	243.1	241.0	--	--	340.6	370.7	--	--	479.0	549.5	--
\$1 < \$3 Billion	6	6	6	--	286.5	375.0	378.6	477.5	399.2	538.0	599.7	839.8	789.9	885.5	1,078.4	1,494.6
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	5	5	--	291.7	303.0	368.3	477.5	415.7	483.7	566.2	757.9	682.2	1,000.0	1,149.9	1,692.5
Barrel of Oil Equivalent/Day																
All	10	10	10	98,105	264.4	296.7	297.0	323.8	392.3	488.5	492.7	573.5	650.6	945.0	1,002.9	1,169.0
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	4	4	--	--	296.0	297.4	--	--	531.0	490.9	--	--	926.2	955.2	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	3	3	--	--	--	314.0	--	--	--	548.6	--	--	--	937.6	--
100,000 and Over	5	5	5	--	257.0	293.3	293.1	329.0	387.6	453.0	495.7	625.2	627.8	1,000.0	1,063.7	1,531.4
100,000 < 300,000	4	4	4	--	--	281.7	290.6	--	--	476.1	506.4	--	--	884.3	1,079.6	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	281.9	--	--	--	487.8	--	--	--	950.0	--
350 < 1,500	6	6	6	--	173.5	257.0	249.1	306.5	221.5	444.5	431.7	611.7	221.5	758.8	883.0	1,534.7
1,500 and Over	9	9	9	--	291.7	355.0	382.2	479.9	389.2	483.7	591.1	862.7	682.2	926.9	1,076.9	1,451.1

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

2015

CA MTCS for the Energy Sector

110.204.320 Economic/Corporate Planning Analyst E

Specialization: All Incumbents

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Incumbent is responsible for coordinating work assignments and selecting appropriate technical applications to be applied to economic and/or financial problems. Provides guidance and training to less experienced staff. Checks work for accuracy and completeness. As a specialist, conducts special, complex and advanced level studies. Work is generally reviewed for results only. Makes independent decisions within broad guidelines and policies. May provide direct supervision of a group of professionals. May make recommendations concerning selection, training, discipline and remuneration of staff.

Incumbents in the same position: 55										Year over Year % Increase (Mean): 2.3%			
(Compensation Data Displayed in \$000s)													
	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	31	38	80	127.1	136.3	162.1	157.9	174.0	191.7	STI	29	73	91
Base Salary – Org Weighted (All)	31	38	N/A	129.3	146.7	166.7	162.4	177.9	194.4	Other Guaranteed Cash	9	19	24
STI Granted (\$ Amount) Recvg	26	33	70	20.1	26.4	39.8	41.8	55.4	69.0	Other Non-Guaranteed Cash	12	35	44
STI Granted (% of Base) Recvg	26	33	70	15.0	18.6	23.4	25.4	32.5	38.0	LTI	25	61	76
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	8	18	0.8	2.1	5.0	5.6	9.0	11.4	Overtime	3	8	10
Total Cash Comp – Inc Weighted (All)	31	38	80	133.5	160.3	201.7	195.8	227.5	247.8				
Total Cash Comp – Org Weighted (All)	31	38	N/A	137.1	169.7	208.8	199.5	224.1	248.5				
Target Annual Cash Compensation													
STI Threshold (% of Base) Eligible	5	6	6	--	5.8	8.8	9.3	12.8	--				
STI Target (% of Base) Eligible	26	33	70	15.0	15.0	20.0	20.5	25.0	29.6				
STI Maximum (% of Base) Eligible	24	31	68	29.8	30.0	40.0	42.9	50.0	75.0				
Target Total Cash Compensation	28	35	77	130.4	154.2	196.6	188.9	212.6	242.5				
Estimated Total Direct Compensation													
Total Perquisite Value (\$ Amount)	23	29	56	0.4	1.1	4.0	3.7	5.3	6.7				
Total LTI (\$ Amount) – Recvg	24	30	54	7.1	17.3	31.7	44.5	55.8	66.9				
Target Total Direct Comp (\$ Amount) – Recvg	21	27	51	176.3	207.2	237.5	241.4	271.2	298.1				
Target Total Direct Comp (\$ Amount) – All	28	35	77	137.0	166.5	220.4	215.2	264.8	288.1				
Total Direct Comp (\$ Amount) – Recvg	24	30	54	184.8	220.0	254.1	258.2	286.3	320.0				
Total Direct Comp (\$ Amount) – All	31	38	80	134.0	171.5	226.9	228.4	272.2	305.7				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	8	8	18	2.8	4.2	5.1	6.6	6.3	17.7				
											Dist. Orgs	Num Obs	% of Obs
Hired since 2014											31	80	5

*More than 35% of the rates within the sample are supplied by one organization

2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.320 Economic/Corporate Planning Analyst E

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	20	23	47	162.2	169.9	172.6	182.8	200.4	212.5	218.3	234.6	225.9	255.3	265.8	289.1
Fully Integrated	4	*4	8	--	166.9	165.4	--	--	206.9	210.3	--	--	267.1	256.6	--
Exploration & Production	17	19	39	162.4	170.0	174.1	185.0	203.2	218.0	220.0	236.3	226.1	254.2	267.7	293.4
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	7	12	113.3	132.0	132.0	139.3	133.4	150.4	155.9	170.3	133.4	150.4	161.8	175.9
Public Sector (Regulatory Agencies, Government)	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*4	11	--	136.1	142.3	--	--	160.8	175.5	--	--	181.2	193.4	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	29	35	73	138.6	162.2	159.1	173.7	162.9	203.2	197.3	227.4	178.2	227.9	231.7	274.6
Calgary	26	31	69	139.1	162.2	159.5	173.7	162.9	203.2	197.7	227.4	178.2	227.9	232.6	274.6
Edmonton	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*4	7	--	136.8	145.3	--	--	149.7	180.0	--	--	149.7	193.5	--
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated.

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

110.204.320 Economic/Corporate Planning Analyst E

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	30	37	79	1.8	136.1	162.2	158.0	174.4	160.8	203.1	196.3	227.5	173.2	227.8	229.3	273.5
Under \$100 Million	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	*3	4	--	--	--	175.9	--	--	--	214.8	--	--	--	261.6	--
\$500 < \$1 Billion	5	5	5	--	133.2	160.5	161.5	190.4	139.6	179.3	176.8	212.9	140.9	180.1	266.8	436.0
\$1 < \$3 Billion	9	10	18	1.8	140.9	164.4	160.8	171.9	178.0	207.6	201.4	232.3	207.1	257.5	249.6	286.2
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	10	16	44	17.8	138.3	164.1	158.9	174.0	166.6	205.1	203.3	233.8	183.4	226.0	227.3	267.9
Barrel of Oil Equivalent/Day																
All	18	20	38	103,130	161.9	170.0	172.3	183.0	197.9	209.9	215.3	230.0	225.5	254.1	268.3	290.8
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	7	*7	13	49,573	161.3	168.8	175.3	190.4	193.4	207.6	214.4	229.2	237.2	263.7	298.1	321.4
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	*6	12	51,947	161.0	167.6	173.6	183.3	190.2	207.6	213.8	231.9	235.9	258.9	270.3	309.2
100,000 and Over	9	11	23	284,000	163.8	170.0	171.9	181.3	200.4	212.5	219.8	233.0	222.8	254.2	257.2	285.4
100,000 < 300,000	6	*6	10	247,300	169.5	176.9	179.6	194.4	210.2	228.9	235.4	264.2	240.5	282.7	282.0	316.2
300,000 and Over	3	5	13	478,500	156.8	164.9	166.0	173.6	195.8	207.1	207.8	216.8	214.7	226.1	238.2	267.1
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	5	5	6	--	163.4	181.0	177.6	189.5	202.5	213.0	214.6	227.0	253.8	268.6	323.8	368.2
350 < 1,500	10	10	19	569	127.2	139.3	148.7	170.0	138.6	163.4	173.3	205.0	138.6	163.4	199.9	243.3
1,500 and Over	14	21	53	3,103	138.6	163.8	159.7	175.6	171.4	207.6	203.8	235.0	189.7	227.8	231.0	276.7

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

110.204.320 Economic/Corporate Planning Analyst E**Specialization: Acquisitions/Divestitures**

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Incumbent is responsible for coordinating work assignments and selecting appropriate technical applications to be applied to economic and/or financial problems. Provides guidance and training to less experienced staff. Checks work for accuracy and completeness. As a specialist, conducts special, complex and advanced level studies. Work is generally reviewed for results only. Makes independent decisions within broad guidelines and policies. May provide direct supervision of a group of professionals. May make recommendations concerning selection, training, discipline and remuneration of staff.

Incumbents in the same position:

2

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	3	3	3	--	--	--	168.1	--	--
Base Salary – Org Weighted (All)	3	3	N/A	--	--	--	168.1	--	--
STI Granted (\$ Amount) Recvg	3	3	3	--	--	--	58.2	--	--
STI Granted (% of Base) Recvg	3	3	3	--	--	--	35.5	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	3	3	3	--	--	--	227.2	--	--
Total Cash Comp – Org Weighted (All)	3	3	N/A	--	--	--	227.2	--	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	3	3	3	--	--	--	24.2	--	--
STI Maximum (% of Base) Eligible	3	3	3	--	--	--	48.3	--	--
Target Total Cash Compensation	3	3	3	--	--	--	209.4	--	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	2	*2	2	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	29.6	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	242.7	--	--
Target Total Direct Comp (\$ Amount) – All	3	3	3	--	--	--	242.7	--	--
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	260.6	--	--
Total Direct Comp (\$ Amount) – All	3	3	3	--	--	--	260.6	--	--

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

--%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	3	3	100
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	2	2	67
LTI	3	3	100
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*2	2	--
Midpoint	*2	2	--
Maximum	*2	2	--
Compa-ratio	2	2	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	3	3	--

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	3	0

CA MTCS for the Energy Sector

110.204.320 Economic/Corporate Planning Analyst E

Specialization: Financial

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Incumbent is responsible for coordinating work assignments and selecting appropriate technical applications to be applied to economic and/or financial problems. Provides guidance and training to less experienced staff. Checks work for accuracy and completeness. As a specialist, conducts special, complex and advanced level studies. Work is generally reviewed for results only. Makes independent decisions within broad guidelines and policies. May provide direct supervision of a group of professionals. May make recommendations concerning selection, training, discipline and remuneration of staff.

Incumbents in the same position:

17

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	6	*9	17	129.5	146.5	167.1	161.7	171.3	190.4
Base Salary – Org Weighted (All)	6	*9	N/A	--	144.0	167.1	161.4	174.2	--
STI Granted (\$ Amount) Recvg	6	*9	17	22.4	27.4	57.3	50.5	68.2	75.3
STI Granted (% of Base) Recvg	6	*9	17	16.2	17.7	34.3	30.7	39.8	42.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*3	6	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	*9	17	155.9	186.3	227.4	213.7	242.2	257.4
Total Cash Comp – Org Weighted (All)	6	*9	N/A	--	186.3	207.6	208.2	236.2	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*2	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	6	*9	17	15.0	15.0	25.0	21.8	25.0	26.0
STI Maximum (% of Base) Eligible	5	*8	16	27.8	30.0	75.0	56.4	75.0	79.5
Target Total Cash Compensation	6	*9	17	148.9	178.7	209.8	199.1	213.8	243.5

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	5	*8	14	0.4	0.4	0.4	1.9	4.0	6.1
Total LTI (\$ Amount) – Recvg	5	7	8	--	22.8	44.7	40.9	56.7	--
Target Total Direct Comp (\$ Amount) – Recvg	5	7	8	--	230.8	252.4	244.8	269.1	--
Target Total Direct Comp (\$ Amount) – All	6	*9	17	153.4	188.7	229.6	219.9	257.8	270.7
Total Direct Comp (\$ Amount) – Recvg	5	7	8	--	229.9	262.4	260.3	295.7	--
Total Direct Comp (\$ Amount) – All	6	*9	17	155.9	204.9	243.3	234.5	265.9	297.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	17	100
Other Guaranteed Cash	1	1	6
Other Non-Guaranteed Cash	1	9	53
LTI	5	14	82
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*5	16	135.1
Midpoint	*5	16	168.9
Maximum	*5	16	202.7
Compa-ratio	5	16	99.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	*6	17	1965

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	6	17	0

110.204.330 Economic/Corporate Planning Analyst D**Specialization: All Incumbents**

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Individual may act as group leader or work task force leader of a small group of technical personnel. Requires application of well developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. Responsible for the modification of established guidelines and for initiating new approaches as necessary. Makes independent decisions in planning, organizing and completing technical assignments. Work is reviewed for soundness of judgement but accepted technically as accurate and feasible. Work is assigned in terms of objectives and priorities but informed guidance is available. Advises on technical problems and supervision and may plan, schedule and review the work of lower level Analysts and Technicians. May make recommendations concerning selection, training, discipline and remuneration of staff.

Incumbents in the same position:

60

(Compensation Data
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	33	40	97	112.9	117.6	128.5	128.9	138.5	151.0
Base Salary – Org Weighted (All)	33	40	N/A	111.4	118.6	128.0	127.9	137.1	147.0
STI Granted (\$ Amount) Recvg	30	36	87	13.7	19.4	24.6	28.6	36.4	45.5
STI Granted (% of Base) Recvg	30	36	87	10.7	15.8	19.9	21.7	26.4	33.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	8	10	18	0.8	1.0	3.3	3.5	4.3	7.8
Total Cash Comp – Inc Weighted (All)	33	40	97	126.8	136.0	150.5	155.3	171.1	188.1
Total Cash Comp – Org Weighted (All)	33	40	N/A	124.9	136.4	147.8	153.3	165.0	186.3

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*4	7	--	--	7.5	7.6	--	--
STI Target (% of Base) Eligible	30	37	91	15.0	15.0	17.0	17.3	20.0	21.0
STI Maximum (% of Base) Eligible	25	32	85	22.5	30.0	30.0	35.5	42.0	60.0
Target Total Cash Compensation	31	38	93	128.4	136.6	148.1	152.2	166.8	182.8

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	19	23	55	0.4	0.5	1.0	1.8	1.5	6.3
Total LTI (\$ Amount) – Recvg	26	31	67	3.2	11.9	23.3	24.9	35.0	43.6
Target Total Direct Comp (\$ Amount) – Recvg	24	29	63	139.7	149.6	176.0	178.7	202.4	229.0
Target Total Direct Comp (\$ Amount) – All	31	38	93	133.1	144.1	165.8	169.7	190.7	220.4
Total Direct Comp (\$ Amount) – Recvg	26	31	67	141.0	151.8	179.4	181.8	201.8	236.3
Total Direct Comp (\$ Amount) – All	33	40	97	130.2	143.7	168.3	173.5	197.8	221.1

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	11	--	--	2.7	3.1	--	--
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	32	95	98
Other Guaranteed Cash	6	13	13
Other Non-Guaranteed Cash	13	36	37
LTI	27	79	81
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	23	80	104.2
Midpoint	23	82	133.3
Maximum	23	80	154.7
Compa-ratio	23	82	100.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	14	33	2003
Year of Birth	31	93	1978

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	32	94	15

2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.330 Economic/Corporate Planning Analyst D

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	20	24	52	121.7	135.5	133.1	141.3	144.2	162.5	163.5	181.5	161.3	187.0	188.2	207.8
Fully Integrated	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	19	23	49	123.3	135.9	133.8	141.6	146.2	164.2	165.2	182.0	166.5	188.7	190.7	208.2
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	*5	8	101.9	125.2	118.5	129.6	116.0	144.8	134.6	152.7	123.8	144.8	136.3	152.7
Public Sector (Regulatory Agencies, Government)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	*8	28	114.2	120.3	123.4	127.5	132.0	140.6	144.7	150.7	141.3	150.1	159.7	176.9
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	33	39	92	117.4	128.3	128.9	138.1	135.9	150.3	154.8	169.1	143.4	166.4	173.1	197.1
Calgary	32	38	85	117.6	128.7	129.4	138.8	135.6	151.5	155.6	171.1	143.7	168.7	174.9	198.6
Edmonton	3	*3	6	--	--	120.4	--	--	--	139.2	--	--	--	145.7	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	*3	5	--	--	129.5	--	--	--	163.4	--	--	--	180.4	--
Atlantic Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Québec	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--

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***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

110.204.330 Economic/Corporate Planning Analyst D

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	32	39	96	1.5	117.4	128.5	129.0	138.5	136.4	150.6	155.6	171.9	145.0	168.4	174.0	197.9
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	5	5	9	--	125.2	130.8	133.0	136.0	130.5	148.8	157.0	168.2	130.5	168.4	178.9	226.8
\$500 < \$1 Billion	3	*3	5	--	--	--	128.6	--	--	--	152.0	--	--	--	163.4	--
\$1 < \$3 Billion	12	12	24	1.5	123.9	135.8	133.7	141.5	143.1	156.1	156.5	167.5	170.5	191.5	191.3	211.1
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	10	17	56	13.0	115.1	122.2	125.7	138.0	133.7	146.9	153.6	181.3	141.9	156.7	165.5	189.6
Barrel of Oil Equivalent/Day																
All	20	24	47	92,220	120.0	130.1	131.8	140.8	142.0	157.4	159.5	173.5	157.9	187.1	186.4	208.1
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	10	10	20	69,716	125.9	136.0	135.5	139.8	145.5	160.8	159.0	167.5	177.6	197.0	198.0	216.5
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	8	8	18	73,985	124.6	135.8	135.4	140.4	144.8	155.9	158.0	167.2	174.8	191.5	193.2	209.2
100,000 and Over	8	12	25	260,300	117.1	127.2	128.9	141.5	139.7	155.9	158.7	181.2	145.6	180.8	177.7	199.8
100,000 < 300,000	5	*5	13	124,208	124.0	140.8	137.0	150.5	144.1	177.0	168.6	187.3	171.3	197.5	195.0	207.6
300,000 and Over	3	7	12	478,500	115.4	120.7	120.1	126.7	137.2	146.2	147.9	157.0	140.9	152.1	159.0	177.9
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	7	--	--	130.8	133.7	--	--	150.5	164.6	--	--	168.7	192.7	--
350 < 1,500	17	17	31	671	121.3	128.7	128.2	135.9	137.8	150.2	148.6	162.1	150.2	177.0	175.0	199.1
1,500 and Over	10	17	57	4,171	116.2	127.0	128.1	139.6	135.3	147.8	155.9	182.0	142.1	159.6	168.0	190.4

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

2015

CA MTCS for the Energy Sector

110.204.330 Economic/Corporate Planning Analyst D

Specialization: Financial

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Individual may act as group leader or work task force leader of a small group of technical personnel. Requires application of well developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. Responsible for the modification of established guidelines and for initiating new approaches as necessary. Makes independent decisions in planning, organizing and completing technical assignments. Work is reviewed for soundness of judgement but accepted technically as accurate and feasible. Work is assigned in terms of objectives and priorities but informed guidance is available. Advises on technical problems and supervision and may plan, schedule and review the work of lower level Analysts and Technicians. May make recommendations concerning selection, training, discipline and remuneration of staff.

Incumbents in the same position:	15									Year over Year % Increase (Mean):			3.8%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	6	*7	17	111.9	121.0	136.0	132.5	140.1	155.0	STI	6	17	100
Base Salary – Org Weighted (All)	6	*7	N/A	--	121.7	136.4	134.1	143.5	--	Other Guaranteed Cash	1	1	6
STI Granted (\$ Amount) Recvg	6	*7	16	14.4	22.2	41.7	38.2	45.8	63.6	Other Non-Guaranteed Cash	2	9	53
STI Granted (% of Base) Recvg	6	*7	16	11.4	16.7	31.0	27.7	34.0	42.1	LTI	5	15	88
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*2	7	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	6	*7	17	120.3	149.3	182.4	169.9	186.7	212.9				
Total Cash Comp – Org Weighted (All)	6	*7	N/A	--	136.3	182.6	169.0	189.1	--				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--	Minimum	*6	16	110.8
STI Target (% of Base) Eligible	6	*7	17	14.4	17.0	20.0	18.5	20.0	20.2	Midpoint	*6	17	138.5
STI Maximum (% of Base) Eligible	6	*7	17	23.7	25.5	42.0	44.4	60.0	60.0	Maximum	*6	16	166.2
Target Total Cash Compensation	6	*7	17	130.5	146.7	163.3	158.6	171.8	187.2	Compa-ratio	6	17	98.2
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	5	*6	15	0.3	0.4	0.4	0.9	1.0	3.4	Graduation Year	*3	4	--
Total LTI (\$ Amount) – Recvg	5	*5	8	--	11.2	20.9	23.4	38.2	--	Year of Birth	*5	15	1976
Target Total Direct Comp (\$ Amount) – Recvg	5	*5	8	--	152.6	187.6	186.1	214.6	--				
Target Total Direct Comp (\$ Amount) – All	6	*7	17	138.6	149.0	166.7	170.5	188.7	221.0				
Total Direct Comp (\$ Amount) – Recvg	5	*5	8	--	149.0	200.1	197.0	236.0	--				
Total Direct Comp (\$ Amount) – All	6	*7	17	129.5	154.1	183.9	181.7	200.1	252.4				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--	Hired since 2014	6	16	0

*More than 35% of the rates within the sample are supplied by one organization

110.204.340 Economic/Corporate Planning Analyst C**Specialization:** All Incumbents

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Analysis requires the modifications of standard procedures and methods. Performs varied economic and financial analytical studies and research within parameters set by corporate policy and objectives. Work is assigned in terms of objectives and priorities. May direct a team of specialists or consultants on particular projects which lead to recommendations to Management. Usual qualifications include a university degree (business or financial background) with a minimum of 4 years' related experience.

Incumbents in the same position:	54								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Actual Annual Cash Compensation									
Base Salary – Inc Weighted (All)	26	32	80	90.7	93.5	101.1	104.2	109.5	123.9
Base Salary – Org Weighted (All)	26	32	N/A	91.6	97.4	100.5	105.6	110.9	128.1
STI Granted (\$ Amount) Recvg	21	27	65	9.2	11.6	14.7	16.9	19.9	27.5
STI Granted (% of Base) Recvg	21	27	65	9.5	12.1	14.4	15.7	18.3	22.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	*5	10	0.2	0.6	1.9	1.6	2.6	2.8
Total Cash Comp – Inc Weighted (All)	26	32	80	94.4	102.0	113.9	118.1	126.2	147.1
Total Cash Comp – Org Weighted (All)	26	32	N/A	98.6	103.6	114.9	120.9	136.6	149.3
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	1	*1	5	--	--	--	--	--	--
STI Target (% of Base) Eligible	22	28	69	10.0	10.0	13.0	13.7	15.0	20.0
STI Maximum (% of Base) Eligible	18	24	63	20.0	20.0	21.0	26.1	30.0	40.0
Target Total Cash Compensation	25	31	79	97.9	102.3	113.3	117.5	124.8	144.0
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	13	16	29	0.3	0.5	0.5	1.5	1.5	6.2
Total LTI (\$ Amount) – Recvg	17	21	33	2.2	5.7	13.5	13.3	18.5	24.3
Target Total Direct Comp (\$ Amount) – Recvg	16	20	32	109.2	122.7	138.2	139.6	153.6	168.3
Target Total Direct Comp (\$ Amount) – All	25	31	79	97.9	103.4	114.6	123.3	138.0	156.5
Total Direct Comp (\$ Amount) – Recvg	17	21	33	111.3	126.4	140.6	142.8	159.8	171.2
Total Direct Comp (\$ Amount) – All	26	32	80	94.5	102.4	117.6	124.1	141.6	161.0
Total Other Guaranteed Cash									
Total Other Guaranteed Cash (\$ Amount) Recvg	5	*5	11	0.9	2.2	2.7	2.8	2.7	4.9

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):	3.1%		
Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	23	70	88
Other Guaranteed Cash	5	11	14
Other Non-Guaranteed Cash	11	24	30
LTI	17	35	44
Overtime	4	6	8
Salary Range			
Minimum	21	74	86.0
Midpoint	21	74	104.7
Maximum	21	74	123.3
Compa-ratio	21	74	97.1
Demographics			
Graduation Year	8	20	2007
Year of Birth	26	80	1981
Hired since 2014			
	Dist. Orgs	Num Obs	% of Obs
	24	71	13

2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.340 Economic/Corporate Planning Analyst C

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	13	17	29	99.6	104.3	108.1	115.4	113.9	124.1	126.2	136.1	126.4	139.6	139.3	157.9
Fully Integrated	3	*3	5	--	--	104.0	--	--	--	125.3	--	--	--	135.7	--
Exploration & Production	11	14	24	100.8	104.7	108.9	116.2	113.8	124.6	126.5	136.6	127.8	140.1	140.1	158.6
Services and Drilling	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*4	13	--	97.0	94.8	--	--	107.9	107.2	--	--	107.9	107.2	--
Public Sector (Regulatory Agencies, Government)	3	*3	11	--	--	97.2	--	--	--	98.2	--	--	--	98.2	--
Pipeline/Midstream	5	*6	22	94.8	100.7	101.4	104.5	101.0	112.6	113.3	120.6	101.0	113.4	115.8	121.3
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	25	30	72	94.5	102.3	105.2	110.7	102.1	114.8	119.6	130.3	104.5	120.6	126.3	143.4
Calgary	24	29	64	94.5	102.8	105.3	111.4	101.3	114.8	118.8	131.4	103.5	123.2	125.7	143.7
Edmonton	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	*3	8	--	--	95.1	--	--	--	104.8	--	--	--	104.9	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.340 Economic/Corporate Planning Analyst C

10/26/2016

Economic/Corporate Planning Analyst 3

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	26	32	80	1.7	93.5	101.1	104.2	109.5	102.0	113.9	118.1	126.2	102.4	117.6	124.1	141.6
Under \$100 Million	4	4	7	--	--	99.4	116.8	--	--	101.1	126.1	--	--	101.1	128.1	--
\$100 < \$500 Million	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	9	9	14	1.6	102.9	104.7	107.2	113.2	113.4	124.1	123.7	131.9	129.1	142.0	141.1	154.1
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	9	*15	45	19.6	93.3	100.4	103.0	108.3	102.7	113.6	118.6	125.8	103.8	115.9	123.1	129.5
Barrel of Oil Equivalent/Day																
All	15	19	31	113,669	98.5	104.0	107.3	113.7	113.7	124.1	125.3	134.4	125.0	139.6	138.2	156.5
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	6	*6	10	62,360	102.9	104.1	109.0	114.5	113.4	123.8	122.2	129.1	129.1	140.1	139.5	145.7
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	5	*5	9	--	102.2	104.0	104.9	109.4	113.1	123.5	119.7	125.2	128.8	139.6	138.1	143.6
100,000 and Over	8	12	20	284,413	98.1	104.5	107.4	118.3	115.3	126.8	128.1	143.9	122.4	136.4	139.5	160.0
100,000 < 300,000	5	*5	12	236,600	105.7	112.0	113.9	123.4	129.4	133.6	137.1	150.8	144.7	157.9	151.7	163.2
300,000 and Over	3	7	8	--	92.3	98.3	97.7	102.4	107.4	116.1	114.7	121.2	110.1	126.4	121.2	129.4
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	6	--	--	111.7	116.9	--	--	136.8	136.5	--	--	152.8	146.6	--
350 < 1,500	10	10	23	596	92.4	99.5	100.1	104.8	97.9	108.1	109.1	122.3	97.9	111.6	115.5	129.4
1,500 and Over	11	17	50	2,816	94.8	100.9	103.7	110.1	103.1	114.8	119.5	126.2	104.8	117.9	124.9	139.9

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

110.204.340 Economic/Corporate Planning Analyst C**Specialization: Acquisitions/Divestitures**

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Analysis requires the modifications of standard procedures and methods. Performs varied economic and financial analytical studies and research within parameters set by corporate policy and objectives. Work is assigned in terms of objectives and priorities. May direct a team of specialists or consultants on particular projects which lead to recommendations to Management. Usual qualifications include a university degree (business or financial background) with a minimum of 4 years' related experience.

Incumbents in the same position:										Year over Year % Increase (Mean):				--%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig	
Actual Annual Cash Compensation										STI	3	7	100	
Base Salary – Inc Weighted (All)	3	*3	7	--	--	--	101.9	--	--	Other Guaranteed Cash	1	1	14	
Base Salary – Org Weighted (All)	3	*3	N/A	--	--	--	108.1	--	--	Other Non-Guaranteed Cash	1	1	14	
STI Granted (\$ Amount) Recvg	3	*3	7	--	--	--	16.7	--	--	LTI	2	2	29	
STI Granted (% of Base) Recvg	3	*3	7	--	--	--	16.5	--	--	Overtime	0	0	0	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--					
Total Cash Comp – Inc Weighted (All)	3	*3	7	--	--	--	119.0	--	--	Salary Range	Dist. Orgs	Num Obs	Median	
Total Cash Comp – Org Weighted (All)	3	*3	N/A	--	--	--	125.9	--	--	Minimum	*3	7	--	
Target Annual Cash Compensation										Midpoint	*3	7	--	
STI Threshold (% of Base) Eligible	1	*1	5	--	--	--	--	--	--	Maximum	*3	7	--	
STI Target (% of Base) Eligible	3	*3	7	--	--	--	15.4	--	--	Compa-ratio	3	7	--	
STI Maximum (% of Base) Eligible	3	*3	7	--	--	--	30.1	--	--					
Target Total Cash Compensation	3	*3	7	--	--	--	118.0	--	--	Demographics	Dist. Orgs	Num Obs	Median	
Estimated Total Direct Compensation										Graduation Year	*1	1	--	
Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--	Year of Birth	*3	7	--	
Total LTI (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--					
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--		Dist. Orgs	Num Obs	% of Obs	
Target Total Direct Comp (\$ Amount) – All	3	*3	7	--	--	--	120.6	--	--	Hired since 2014	3	7	0	
Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--					
Total Direct Comp (\$ Amount) – All	3	*3	7	--	--	--	121.6	--	--					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--					

*More than 35% of the rates within the sample are supplied by one organization

110.204.340 Economic/Corporate Planning Analyst C**Specialization:** Financial

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Analysis requires the modifications of standard procedures and methods. Performs varied economic and financial analytical studies and research within parameters set by corporate policy and objectives. Work is assigned in terms of objectives and priorities. May direct a team of specialists or consultants on particular projects which lead to recommendations to Management. Usual qualifications include a university degree (business or financial background) with a minimum of 4 years' related experience.

Incumbents in the same position:

3

(Compensation Data
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	4	4	6	--	--	109.6	112.3	--	--
Base Salary – Org Weighted (All)	4	4	N/A	--	--	108.2	111.1	--	--
STI Granted (\$ Amount) Recvg	4	4	6	--	--	13.7	21.0	--	--
STI Granted (% of Base) Recvg	4	4	6	--	--	13.2	17.3	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	4	4	6	--	--	121.9	133.4	--	--
Total Cash Comp – Org Weighted (All)	4	4	N/A	--	--	124.7	131.2	--	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	4	4	6	--	--	14.5	15.8	--	--
STI Maximum (% of Base) Eligible	3	*3	5	--	--	--	34.2	--	--
Target Total Cash Compensation	4	4	6	--	--	125.5	130.7	--	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	3	*3	5	--	--	--	1.7	--	--
Total LTI (\$ Amount) – Recvg	3	*3	4	--	--	--	17.2	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	4	--	--	--	155.7	--	--
Target Total Direct Comp (\$ Amount) – All	4	4	6	--	--	127.4	143.6	--	--
Total Direct Comp (\$ Amount) – Recvg	3	*3	4	--	--	--	160.0	--	--
Total Direct Comp (\$ Amount) – All	4	4	6	--	--	123.7	146.3	--	--

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
---	---	---	---	----	----	----	----	----	----

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

4.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	4	6	100
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	1	2	33
LTI	3	5	83
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*3	5	--
Midpoint	*3	5	--
Maximum	*3	5	--
Compa-ratio	3	5	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	3	--
Year of Birth	4	6	1983

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	4	6	17

110.204.350 Economic/Corporate Planning Analyst B**Specialization: All Incumbents**

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Progressive training in various phases of economic or financial evaluations and/or corporate planning. Performs moderately complex economic and financial analytical studies and research requiring the application of a variety of economic variables. Makes limited recommendations and decisions are normally within established guidelines. Judgment is required in the selection of data and application of techniques. Usual qualifications include a university degree (business or financial background) with a minimum of 2 years' related experience.

Incumbents in the same position:	19									Year over Year % Increase (Mean):	6.8%		
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	15	*16	40	73.0	77.4	81.3	82.6	87.7	93.3	STI	14	37	93
Base Salary – Org Weighted (All)	15	*16	N/A	70.5	77.8	82.5	82.6	89.2	92.2	Other Guaranteed Cash	5	8	20
STI Granted (\$ Amount) Recvg	14	*15	36	5.5	8.7	11.4	11.3	13.0	17.9	Other Non-Guaranteed Cash	5	10	25
STI Granted (% of Base) Recvg	14	*15	36	6.9	11.4	13.5	13.7	16.3	21.2	LTI	10	14	35
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	3	--	--	--	--	--	--	Overtime	2	4	10
Total Cash Comp – Inc Weighted (All)	15	*16	40	79.7	85.0	91.9	93.1	99.9	108.3				
Total Cash Comp – Org Weighted (All)	15	*16	N/A	80.3	87.8	98.5	95.6	100.6	110.7				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--	Minimum	*11	33	66.0
STI Target (% of Base) Eligible	14	*15	37	10.0	10.0	10.0	11.2	12.3	15.0	Midpoint	*11	33	85.8
STI Maximum (% of Base) Eligible	12	*13	34	20.0	20.0	20.0	22.4	24.0	33.0	Maximum	*11	33	105.6
Target Total Cash Compensation	15	*16	40	80.4	85.1	89.4	91.4	98.0	103.5	Compa-ratio	11	33	95.1
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	9	9	12	0.4	0.5	0.8	1.2	1.4	4.0	Graduation Year	5	7	2011
Total LTI (\$ Amount) – Recvg	9	10	12	1.9	7.3	10.3	11.6	13.2	27.1	Year of Birth	*14	39	1986
Target Total Direct Comp (\$ Amount) – Recvg	9	10	12	83.3	99.4	106.2	105.4	113.6	123.0				
Target Total Direct Comp (\$ Amount) – All	15	*16	40	82.7	85.1	91.1	95.3	102.7	113.7		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	9	10	12	85.4	101.0	110.9	109.3	117.6	131.8	Hired since 2014	15	40	15
Total Direct Comp (\$ Amount) – All	15	*16	40	81.0	85.0	94.1	96.9	107.9	115.8				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	6	--	--	--	2.6	--	--				

*More than 35% of the rates within the sample are supplied by one organization

2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.350 Economic/Corporate Planning Analyst B

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	6	7	10	78.4	84.1	84.2	89.6	92.0	98.3	98.7	102.1	101.9	110.9	111.2	119.7
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	6	6	8	79.0	84.1	84.5	89.1	93.2	98.3	98.9	100.6	102.5	110.9	113.1	122.8
Services and Drilling	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	*4	18	--	79.5	79.1	--	--	89.2	88.1	--	--	91.1	89.6	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	14	*15	38	77.5	81.3	82.5	87.2	84.7	91.9	92.7	99.7	84.7	94.1	96.7	106.6
Calgary	14	*15	36	77.8	81.3	82.4	86.5	85.0	91.9	92.6	99.6	85.0	94.1	96.8	107.5
Edmonton	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.350 Economic/Corporate Planning Analyst B

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	14	*15	38	2.9	77.4	81.1	82.4	87.2	84.7	91.7	92.8	100.2	84.7	93.0	95.9	104.6
Under \$100 Million	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	*4	9	--	--	84.4	84.6	--	--	98.6	96.1	--	--	102.2	99.8	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	6	*7	22	22.0	76.3	81.2	81.6	85.1	82.1	91.4	91.9	99.9	82.1	91.4	93.7	103.5
Barrel of Oil Equivalent/Day																
All	6	7	10	121,967	78.4	84.1	84.2	89.6	92.0	98.3	98.7	102.1	101.9	110.9	111.2	119.7
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	4	5	6	--	77.0	86.2	85.1	91.3	96.7	100.4	101.5	107.5	99.7	113.0	113.1	127.0
100,000 < 300,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*3	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	*3	5	--	--	--	84.6	--	--	--	96.3	--	--	--	105.5	--
350 < 1,500	5	*5	11	671	80.2	84.4	85.2	90.7	85.4	99.5	96.1	102.2	85.4	102.2	101.6	110.0
1,500 and Over	7	*8	24	8,880	76.1	80.1	81.0	84.0	81.6	91.4	91.0	95.7	81.6	91.4	92.9	101.9

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

110.204.350 Economic/Corporate Planning Analyst B**Specialization: Financial**

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Progressive training in various phases of economic or financial evaluations and/or corporate planning. Performs moderately complex economic and financial analytical studies and research requiring the application of a variety of economic variables. Makes limited recommendations and decisions are normally within established guidelines. Judgment is required in the selection of data and application of techniques. Usual qualifications include a university degree (business or financial background) with a minimum of 2 years' related experience.

Incumbents in the same position:	4									Year over Year % Increase (Mean):			4.8%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	3	*3	5	--	--	--	88.4	--	--	STI	3	5	100
Base Salary – Org Weighted (All)	3	*3	N/A	--	--	--	84.9	--	--	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	3	*3	5	--	--	--	14.1	--	--	Other Non-Guaranteed Cash	1	1	20
STI Granted (% of Base) Recvg	3	*3	5	--	--	--	16.4	--	--	LTI	2	2	40
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	1	1	20
Total Cash Comp – Inc Weighted (All)	3	*3	5	--	--	--	102.5	--	--				
Total Cash Comp – Org Weighted (All)	3	*3	N/A	--	--	--	100.8	--	--				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--	Minimum	*3	5	--
STI Target (% of Base) Eligible	3	*3	5	--	--	--	10.5	--	--	Midpoint	*3	5	--
STI Maximum (% of Base) Eligible	3	*3	5	--	--	--	23.5	--	--	Maximum	*3	5	--
Target Total Cash Compensation	3	*3	5	--	--	--	97.7	--	--	Compa-ratio	3	5	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	2	*2	2	--	--	--	--	--	--	Graduation Year	0	0	--
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--	Year of Birth	*2	4	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All	3	*3	5	--	--	--	99.4	--	--				
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	3	*3	5	--	--	--	104.2	--	--				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--	Hired since 2014	3	5	0

*More than 35% of the rates within the sample are supplied by one organization

110.204.360 Economic/Corporate Planning Analyst A**Specialization:** All Incumbents

Analysis is concerned with the influence of external market factors upon the organization, or for activities related to project evaluation, financial structuring, and investor interface. Receives training in various phases of economic or financial evaluations and/or corporate planning. Performs routine economic and financial analytical studies and research within parameters set by corporate policy and objectives. Makes few decisions and procedures are clearly defined. Usual qualifications include a university degree (business or financial background) with minimal experience.

Incumbents in the same position:

3

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	5	5	7	--	65.9	72.9	71.6	75.1	--
Base Salary – Org Weighted (All)	5	5	N/A	--	68.0	72.2	71.0	73.5	--
STI Granted (\$ Amount) Recvg	4	*4	5	--	--	12.3	10.7	--	--
STI Granted (% of Base) Recvg	4	*4	5	--	--	16.3	15.0	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	5	5	7	--	77.1	81.8	79.7	85.6	--
Total Cash Comp – Org Weighted (All)	5	5	N/A	--	75.5	77.5	79.6	84.7	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	4	*4	5	--	--	10.0	12.0	--	--
STI Maximum (% of Base) Eligible	4	*4	5	--	--	20.0	25.2	--	--
Target Total Cash Compensation	5	5	7	--	71.6	80.3	78.3	83.8	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	1	*1	1	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	5	5	7	--	78.1	80.3	80.1	86.4	--
Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	5	5	7	--	77.1	82.9	81.6	87.4	--

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	2	--	--	--	--	--	--
---	---	----	---	----	----	----	----	----	----

Year over Year % Increase (Mean):

4.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	4	5	71
Other Guaranteed Cash	2	3	43
Other Non-Guaranteed Cash	2	4	57
LTI	2	3	43
Overtime	2	3	43

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	0	0	--
Midpoint	0	0	--
Maximum	0	0	--
Compa-ratio	0	0	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	5	7	1987

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	5	7	71

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2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.360 Economic/Corporate Planning Analyst A

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	5	5	7	65.9	72.9	71.6	75.1	77.1	81.8	79.7	85.6	77.1	82.9	81.6	87.4
Calgary	5	5	7	65.9	72.9	71.6	75.1	77.1	81.8	79.7	85.6	77.1	82.9	81.6	87.4
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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2015

CA MTCS for the Energy Sector

Scope Analysis

110.204.360 Economic/Corporate Planning Analyst A

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	5	5	7	--	65.9	72.9	71.6	75.1	77.1	81.8	79.7	85.6	77.1	82.9	81.6	87.4
Under \$100 Million	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*3	4	--	--	--	71.0	--	--	--	81.9	--	--	--	85.2	--
Barrel of Oil Equivalent/Day																
All	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	3	*3	4	--	--	--	70.6	--	--	--	77.0	--	--	--	78.9	--
1,500 and Over	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

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2015

CA MTCS for the Energy Sector

110.209.210 Public Relations Director

Specialization: All Incumbents

Directs all activities related to inquiries from media and public. Oversees management development of guidelines dealing with the media and advises departments seeking publicity in support of products and marketing efforts. Typically reports to a Top Executive

Incumbents in the same position:	5								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Actual Annual Cash Compensation									
Base Salary – Inc Weighted (All)	12	13	21	129.0	166.0	195.6	187.8	214.4	233.0
Base Salary – Org Weighted (All)	12	13	N/A	128.8	166.0	185.0	186.0	210.9	238.0
STI Granted (\$ Amount) Recvg	9	10	15	20.2	55.7	63.7	60.4	70.9	91.9
STI Granted (% of Base) Recvg	9	10	15	8.8	29.0	32.5	31.0	37.0	47.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	12	13	21	129.0	196.7	243.2	230.9	274.4	299.8
Total Cash Comp – Org Weighted (All)	12	13	N/A	128.8	196.7	240.7	228.7	268.7	293.6
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	6	6	6	--	10.4	12.5	11.9	15.0	--
STI Target (% of Base) Eligible	11	12	18	23.3	25.0	25.0	25.9	30.0	30.8
STI Maximum (% of Base) Eligible	9	10	13	24.0	47.5	50.0	46.9	50.0	56.0
Target Total Cash Compensation	11	12	18	176.2	227.3	245.3	246.8	270.5	298.9
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	7	8	13	1.6	2.3	7.9	8.6	18.0	18.0
Total LTI (\$ Amount) – Recvg	6	7	13	48.3	57.6	98.6	93.6	114.6	158.6
Target Total Direct Comp (\$ Amount) – Recvg	6	7	13	270.6	306.8	347.8	351.0	389.0	426.7
Target Total Direct Comp (\$ Amount) – All	11	12	18	176.2	273.5	345.8	320.6	372.0	418.0
Total Direct Comp (\$ Amount) – Recvg	6	7	13	288.5	341.6	357.5	362.5	385.2	442.2
Total Direct Comp (\$ Amount) – All	12	13	21	129.0	198.5	328.8	294.2	363.6	417.5
Total Other Guaranteed Cash									
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):			2.4%
Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	12	21	100
Other Guaranteed Cash	3	3	14
Other Non-Guaranteed Cash	1	1	5
LTI	7	14	67
Overtime	0	0	0
Salary Range			
Minimum	0	0	--
Midpoint	0	0	--
Maximum	0	0	--
Compa-ratio	0	0	--
Demographics			
Graduation Year	0	0	--
Year of Birth	11	20	1966
Hired since 2014			
	Dist. Orgs	Num Obs	% of Obs
	12	20	20

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.210 Public Relations Director

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	*6	8	143.3	166.7	168.2	191.1	143.3	196.7	199.0	240.4	143.3	198.5	219.3	296.2
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*4	10	--	203.7	204.2	--	--	255.4	261.7	--	--	363.6	377.5	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	8	9	14	186.0	198.3	203.9	221.3	239.8	255.4	260.9	280.1	297.8	357.3	344.7	384.7
Calgary	6	*7	10	183.1	203.7	204.7	227.6	239.8	258.2	261.8	280.1	297.8	363.1	353.3	396.0
Edmonton	3	4	4	--	196.2	202.0	--	--	255.4	258.7	--	--	355.7	323.1	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*4	6	--	146.5	154.1	--	--	146.5	170.5	--	--	146.5	196.5	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	5	--	--	160.6	--	--	--	180.3	--	--	--	211.5	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated.

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.210 Public Relations Director

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	11	12	20	2.2	167.3	195.7	191.1	214.8	223.0	244.4	236.4	276.2	227.9	341.6	302.8	366.1
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	3	3	3	--	--	--	176.3	--	--	--	236.5	--	--	--	270.1	--
\$3 < \$5 Billion	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*4	10	--	--	203.7	204.2	--	--	255.4	261.7	--	--	363.6	377.5	--
Barrel of Oil Equivalent/Day																
All	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 10,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	8	9	17	3,447	166.7	195.6	187.4	210.5	202.7	245.6	234.9	275.0	207.1	354.4	303.7	363.6

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

2015

CA MTCS for the Energy Sector

110.209.220 Corporate Affairs Manager

Specialization: All Incumbents

This position is the senior level corporate and public affairs position in the company (or production and exploration division of an integrated energy company) responsible for developing and directing programs and activities to enhance the company's corporate image and to maintain favourable relationships with its various publics in accordance with established policies. Typically has additional responsibility for government affairs, employee communications, donations and supports community relations. May report to the Top Regulatory/Government Affairs Executive, or Chief Executive Officer.

Incumbents in the same position:

17

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	17	17	27	125.9	145.0	185.0	179.0	206.0	222.8
Base Salary – Org Weighted (All)	17	17	N/A	126.5	148.5	182.3	178.2	210.5	220.3
STI Granted (\$ Amount) Recvg	14	14	21	19.8	32.4	45.0	46.2	57.3	76.5
STI Granted (% of Base) Recvg	14	14	21	11.0	19.1	22.7	23.5	29.0	34.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	17	17	27	127.5	152.0	224.1	214.9	267.8	291.1
Total Cash Comp – Org Weighted (All)	17	17	N/A	127.8	162.0	219.7	215.6	259.7	297.0

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	4	4	--	--	13.8	16.9	--	--
STI Target (% of Base) Eligible	13	13	20	22.5	25.0	25.5	26.8	29.0	34.5
STI Maximum (% of Base) Eligible	11	11	17	37.0	39.0	42.0	45.3	50.0	60.0
Target Total Cash Compensation	14	14	21	165.8	211.0	239.7	239.9	275.5	296.5

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	12	12	19	0.3	3.2	6.2	7.4	6.6	19.6
Total LTI (\$ Amount) – Recvg	11	11	18	13.4	34.0	41.1	98.0	113.1	362.7
Target Total Direct Comp (\$ Amount) – Recvg	9	9	16	255.7	272.7	295.8	369.4	421.1	693.7
Target Total Direct Comp (\$ Amount) – All	14	14	21	167.3	233.1	277.8	325.5	373.0	577.2
Total Direct Comp (\$ Amount) – Recvg	11	11	18	249.6	259.8	292.6	353.1	395.0	639.9
Total Direct Comp (\$ Amount) – All	17	17	27	127.9	172.3	260.7	285.4	312.5	513.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	3	3	--	--	--	18.3	--	--
---	---	---	---	----	----	----	------	----	----

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

1.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	16	26	96
Other Guaranteed Cash	4	4	15
Other Non-Guaranteed Cash	5	6	22
LTI	12	19	70
Overtime	1	1	4

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	10	15	163.2
Midpoint	10	15	198.9
Maximum	10	15	223.8
Compa-ratio	10	15	98.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	7	10	1985
Year of Birth	15	25	1967

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	17	27	11

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.220 Corporate Affairs Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	8	*8	14	189.5	197.1	198.6	220.3	223.3	244.7	245.4	273.9	259.8	292.6	308.7	335.8
Fully Integrated	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	7	7	9	185.8	194.2	193.4	217.7	221.9	243.5	243.2	279.8	256.2	294.5	319.2	403.7
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*4	7	--	128.6	135.9	--	--	132.6	148.5	--	--	132.6	155.1	--
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	12	12	17	171.9	191.8	191.4	217.7	203.7	239.1	231.7	271.2	227.0	272.1	284.3	315.7
Calgary	10	10	15	172.0	191.8	190.7	215.3	196.3	239.1	226.7	270.0	198.7	272.1	272.5	312.5
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*4	7	--	128.6	138.6	--	--	132.6	151.0	--	--	132.6	156.5	--
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.220 Corporate Affairs Manager

					Base Salary				Total Cash Compensation				Total Direct Compensation			
Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	16	16	25	2 1	138.8	182.3	176.2	200.5	150.1	221.0	209.5	247.2	162.2	257.1	248.5	297.0
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	6	6	7	--	172.0	191.8	188.7	215.3	173.8	243.5	234.3	270.0	173.9	294.5	290.2	386.3
\$3 < \$5 Billion	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*3	8	--	--	--	204.0	--	--	--	254.5	--	--	--	308.3	--
Barrel of Oil Equivalent/Day																
All	8	*8	14	103,560	189.5	197.1	198.6	220.3	223.3	244.7	245.4	273.9	259.8	292.6	308.7	335.8
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	3	3	3	--	--	--	182.0	--	--	--	205.9	--	--	--	280.1	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	5	*5	11	236,600	191.0	194.2	203.1	221.3	228.5	245.9	256.2	278.8	265.6	294.5	316.5	319.0
100,000 < 300,000	4	*4	9	--	--	200.9	206.9	--	--	248.6	261.6	--	--	299.5	328.0	--
300,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	7	7	8	--	156.9	193.0	184.1	211.5	166.8	231.6	222.8	264.6	177.8	275.2	276.8	364.6
1,500 and Over	7	7	15	4,200	132.6	182.3	175.9	200.9	132.6	224.1	208.7	245.9	132.6	260.7	240.2	290.7

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

2015

CA MTCS for the Energy Sector

110.209.221 Public Relations Manager

Specialization: All Incumbents

This position plans, directs and coordinates the public relations and/or internal communications of the organization within the framework of established policies and procedures. Specific duties include responsibility for all or some of the following: internal communication programs, corporate image development, corporate donations, public and media relations information, stockholder liaison and information exchange or development and maintenance of government contracts and relationships. May also be responsible for the annual report, and formulation and filing of proxy statements. This position typically reports to a Public Relations Director.

Incumbents in the same position:

23

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	17	19	34	121.5	133.0	144.5	148.3	170.8	182.0
Base Salary – Org Weighted (All)	17	19	N/A	95.0	126.5	140.0	142.4	159.6	181.5
STI Granted (\$ Amount) Recvg	13	15	30	10.5	23.7	35.5	32.7	44.3	49.5
STI Granted (% of Base) Recvg	13	15	30	7.3	16.6	23.5	21.5	25.4	28.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	17	19	34	132.3	147.3	175.8	177.7	208.3	229.5
Total Cash Comp – Org Weighted (All)	17	19	N/A	111.0	140.0	151.9	166.2	203.1	227.1

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*4	8	--	--	7.5	7.7	--	--
STI Target (% of Base) Eligible	15	17	32	10.0	15.9	20.0	18.5	20.0	24.1
STI Maximum (% of Base) Eligible	13	15	30	20.0	29.5	40.0	34.2	40.0	40.0
Target Total Cash Compensation	17	19	34	131.2	148.1	174.8	175.4	204.4	221.6

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	10	11	21	0.4	1.9	4.1	4.2	4.6	6.5
Total LTI (\$ Amount) – Recvg	7	*9	21	12.9	21.1	34.6	33.5	45.1	52.9
Target Total Direct Comp (\$ Amount) – Recvg	7	*9	21	188.2	209.7	237.1	230.4	261.9	268.6
Target Total Direct Comp (\$ Amount) – All	17	19	34	135.0	148.1	207.0	198.7	245.3	264.3
Total Direct Comp (\$ Amount) – Recvg	7	*9	21	193.3	215.0	237.1	236.0	263.2	282.8
Total Direct Comp (\$ Amount) – All	17	19	34	134.6	147.9	213.5	200.9	246.3	273.8

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
---	---	----	---	----	----	----	----	----	----

*More than 35% of the rates within the sample are supplied by one organization.

Year over Year % Increase (Mean):

2.5%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	15	32	94
Other Guaranteed Cash	5	5	15
Other Non-Guaranteed Cash	4	4	12
LTI	8	23	68
Overtime	2	2	6

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	8	23	122.5
Midpoint	8	23	153.1
Maximum	8	23	184.6
Compa-ratio	8	23	98.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	3	3	--
Year of Birth	16	33	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	17	34	21

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.221 Public Relations Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	7	11	124.6	136.5	134.4	140.5	145.8	153.1	157.1	167.8	146.2	153.1	164.3	188.7
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*2	13	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	4	4	4	--	140.1	140.3	--	--	156.3	161.1	--	--	156.5	166.6	--
Incumbent Location***															
British Columbia	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	11	12	23	136.3	149.0	152.8	179.4	147.6	179.8	181.6	216.4	148.3	216.4	209.9	257.2
Calgary	9	*10	19	140.0	155.1	155.5	180.0	165.0	184.3	186.0	220.4	165.4	222.3	218.7	260.2
Edmonton	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	3	3	3	--	--	143.9	--	--	--	166.5	--	--	--	173.6	--
Eastern Canada	3	*3	5	--	--	117.4	--	--	--	144.4	--	--	--	148.6	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

110.209.221 Public Relations Manager

10/20/2021 Public Relations Manager

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	15	17	32	2.1	129.1	144.5	147.4	168.2	147.7	175.8	177.0	207.4	147.7	213.5	201.4	248.0
Under \$100 Million	4	4	4	--	--	133.6	137.1	--	--	139.3	142.4	--	--	139.3	142.6	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	*5	7	--	118.5	126.6	126.0	140.0	145.8	148.0	150.5	156.4	145.8	148.0	153.6	156.4
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*5	16	9.3	144.1	162.4	162.1	180.7	177.4	199.8	200.9	224.3	215.4	244.4	243.8	270.5
Barrel of Oil Equivalent/Day																
All	3	*3	10	--	--	--	165.8	--	--	--	207.2	--	--	--	250.5	--
Under 10,000	1	*1	8	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	8	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	6	*6	8	--	126.7	137.5	137.8	153.7	140.3	147.8	157.2	184.6	140.9	148.1	166.9	202.3
1,500 and Over	8	10	23	3,235	136.5	149.0	151.1	175.9	156.4	184.3	185.2	209.5	156.4	222.3	216.0	260.2

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

2015

CA MTCS for the Energy Sector

110.209.222 Community Affairs Manager

Specialization: All Incumbents

Manages, plans and coordinates the community and First Nations/Native American relations programs. Involved in the development of strategies to establish and maintain relationships with communities in areas where the company operates

Incumbents in the same position:

34

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	29	32	47	120.3	150.9	170.0	172.9	195.3	219.8
Base Salary – Org Weighted (All)	29	32	N/A	120.0	143.1	169.2	168.6	196.8	205.0
STI Granted (\$ Amount) Recvg	24	27	41	25.0	37.3	45.0	51.0	59.7	95.9
STI Granted (% of Base) Recvg	24	27	41	15.9	23.1	26.5	28.8	34.1	43.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	4	--	--	12.2	14.2	--	--
Total Cash Comp – Inc Weighted (All)	29	32	47	148.0	187.1	220.5	218.6	244.6	290.4
Total Cash Comp – Org Weighted (All)	29	32	N/A	144.3	165.2	215.0	212.5	244.8	280.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	7	8	--	7.9	10.0	11.3	12.5	--
STI Target (% of Base) Eligible	24	27	41	15.0	20.0	20.0	22.4	26.0	30.0
STI Maximum (% of Base) Eligible	20	23	32	28.7	31.3	40.0	43.3	50.0	68.2
Target Total Cash Compensation	28	31	46	145.2	182.3	207.1	209.3	239.1	270.1

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	22	23	32	0.4	2.9	5.5	5.2	7.2	9.2
Total LTI (\$ Amount) – Recvg	21	22	35	26.1	39.1	48.4	71.6	92.2	146.1
Target Total Direct Comp (\$ Amount) – Recvg	19	20	33	222.3	240.9	270.4	300.4	355.4	457.4
Target Total Direct Comp (\$ Amount) – All	28	31	46	145.2	197.7	258.5	265.7	294.0	434.9
Total Direct Comp (\$ Amount) – Recvg	21	22	35	227.3	256.5	285.5	311.7	344.7	488.0
Total Direct Comp (\$ Amount) – All	29	32	47	148.9	210.0	268.8	275.4	307.9	458.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	7	7	8	--	4.4	9.2	12.3	21.1	--
---	---	---	---	----	-----	-----	------	------	----

Year over Year % Increase (Mean):

2.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	25	42	89
Other Guaranteed Cash	10	11	23
Other Non-Guaranteed Cash	12	14	30
LTI	22	36	77
Overtime	2	2	4

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	22	36	141.4
Midpoint	22	36	173.8
Maximum	22	36	212.3
Compa-ratio	22	36	99.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	10	11	1992
Year of Birth	29	47	1963

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	28	45	13

*More than 35% of the rates within the sample are supplied by one organization

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.222 Community Affairs Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	15	15	19	175.0	197.7	198.7	218.7	224.0	257.3	260.6	290.3	290.8	342.4	364.6	451.6
Fully Integrated	4	4	6	--	201.3	201.6	--	--	242.1	244.2	--	--	300.3	331.1	--
Exploration & Production	11	11	13	176.8	197.4	197.3	212.1	228.9	276.3	268.2	292.3	293.8	344.7	380.1	488.4
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	6	6	119.5	136.6	139.1	161.6	137.9	159.2	168.3	208.2	141.7	169.1	178.0	227.4
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*5	16	154.1	167.4	166.3	180.8	192.0	215.3	209.3	227.3	232.9	257.5	247.7	272.6
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	25	26	40	163.2	178.2	179.3	197.6	201.0	224.4	227.5	254.3	237.9	274.4	293.2	334.5
Calgary	21	22	32	165.8	185.9	186.2	200.5	210.4	234.1	238.0	272.1	257.0	289.5	310.7	350.1
Edmonton	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	3	3	3	--	--	148.4	--	--	--	176.9	--	--	--	216.6	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents in this table are classified under the industry segment of the entity with which they are associated.

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.222 Community Affairs Manager

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	28	31	46	2.6	150.4	169.3	172.2	195.2	185.9	219.1	218.0	243.8	204.8	264.2	273.9	299.6
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	146.9	--	--	--	192.6	--	--	--	220.6	--
\$500 < \$1 Billion	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	9	11	12	2.1	120.2	149.0	151.1	187.5	145.0	187.2	188.4	233.2	148.9	195.5	230.7	285.9
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	11	12	25	19.6	166.2	178.5	184.5	198.1	210.3	224.8	233.5	244.0	257.5	275.8	296.4	302.3
Barrel of Oil Equivalent/Day																
All	15	15	18	157,085	175.0	196.3	193.8	204.4	223.4	244.3	250.4	279.7	286.1	309.2	346.1	395.7
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	7	7	8	--	178.5	196.3	193.3	204.4	238.4	266.8	261.0	288.3	303.7	348.3	385.1	491.1
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	5	5	6	--	182.8	196.3	194.3	205.6	229.0	269.0	261.1	291.5	285.9	382.9	397.4	520.9
100,000 and Over	7	7	9	--	172.5	197.7	195.1	214.0	221.1	240.6	243.0	269.4	282.0	296.8	318.9	348.6
100,000 < 300,000	4	*4	5	--	--	197.7	190.7	--	--	243.5	254.9	--	--	310.6	342.5	--
300,000 and Over	3	*3	4	--	--	--	200.6	--	--	--	228.2	--	--	--	289.3	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	*3	4	--	--	--	199.7	--	--	--	259.8	--	--	--	372.9	--
350 < 1,500	7	7	7	--	145.6	163.1	169.1	197.4	145.6	202.8	204.3	257.3	145.6	236.6	266.5	342.4
1,500 and Over	17	20	34	4,200	150.4	168.1	172.1	188.7	189.6	219.1	216.9	239.3	224.1	264.2	266.8	292.9

*More than 35% of the rates within the sample are supplied by one organization

**Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

110.209.223 Stakeholder Relations Manager**Specialization: All Incumbents**

Manages the relationship with key stakeholders, including local government and business leaders. Provides community relations programs, policy development and management. Plays a leading role in building and sustaining stakeholder relations through issue management, public consultation and negotiation, and transfer of knowledge. Measures and evaluates the effectiveness of company initiatives for their success in fostering and promoting good working relationships and company image within the community at large. Usual qualifications include a university degree and a minimum of 10 years' related experience.

Incumbents in the same position:

26

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	16	19	31	119.0	135.9	149.7	154.9	169.4	199.9
Base Salary – Org Weighted (All)	16	19	N/A	121.2	135.1	149.9	154.1	161.9	209.9
STI Granted (\$ Amount) Recvg	14	16	22	11.9	25.3	33.7	36.5	43.9	58.5
STI Granted (% of Base) Recvg	14	16	22	9.9	18.7	23.8	23.2	26.9	35.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	6	--	--	1.0	1.4	--	--
Total Cash Comp – Inc Weighted (All)	16	19	31	140.0	148.4	168.8	181.1	203.9	245.6
Total Cash Comp – Org Weighted (All)	16	19	N/A	134.5	155.3	179.3	186.3	204.1	285.0

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	6	6	--	6.6	8.8	9.2	12.5	--
STI Target (% of Base) Eligible	15	18	25	10.0	15.0	20.0	19.6	22.0	26.2
STI Maximum (% of Base) Eligible	14	17	24	15.0	25.0	34.5	33.9	40.0	53.0
Target Total Cash Compensation	16	19	31	138.6	149.7	176.9	180.2	201.2	238.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	10	11	16	0.3	0.4	3.1	3.4	5.6	8.4
Total LTI (\$ Amount) – Recvg	8	9	12	18.8	23.2	47.1	48.1	66.6	86.3
Target Total Direct Comp (\$ Amount) – Recvg	8	9	12	165.6	187.5	246.3	254.5	312.4	361.0
Target Total Direct Comp (\$ Amount) – All	16	19	31	140.6	155.6	184.0	200.5	236.8	313.7
Total Direct Comp (\$ Amount) – Recvg	8	9	12	168.6	194.7	247.7	260.6	321.0	380.0
Total Direct Comp (\$ Amount) – All	16	19	31	141.2	149.7	187.8	201.5	233.7	321.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	5	--	--	--	3.5	--	--
---	---	----	---	----	----	----	-----	----	----

*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

4.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	15	25	81
Other Guaranteed Cash	6	9	29
Other Non-Guaranteed Cash	8	15	48
LTI	8	12	39
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	12	25	136.6
Midpoint	12	25	159.5
Maximum	12	25	184.6
Compa-ratio	12	25	97.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	5	6	1995
Year of Birth	16	31	1969

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	15	25	0

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.223 Stakeholder Relations Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	5	5	7	162.0	175.6	185.7	209.9	204.3	227.3	237.4	285.0	253.5	312.9	305.2	341.9
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	5	5	7	162.0	175.6	185.7	209.9	204.3	227.3	237.4	285.0	253.5	312.9	305.2	341.9
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	9	12	119.3	137.4	136.1	149.3	140.1	157.3	155.7	167.6	141.3	161.1	160.6	176.5
Public Sector (Regulatory Agencies, Government)	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	5	--	--	154.4	--	--	--	190.9	--	--	--	204.5	--
Incumbent Location***															
British Columbia	3	3	3	--	--	174.0	--	--	--	216.3	--	--	--	245.2	--
All Alberta	11	13	22	141.5	153.0	157.7	171.4	147.5	172.5	181.3	204.1	147.5	173.4	203.0	244.9
Calgary	11	11	18	138.1	156.6	159.1	178.6	147.5	183.1	184.9	204.5	147.5	183.7	211.1	258.8
Edmonton	3	4	4	--	149.8	151.5	--	--	156.9	165.1	--	--	158.4	166.8	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	*3	4	--	--	129.2	--	--	--	158.6	--	--	--	168.4	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*More than 35% of the rates within the sample are supplied by one organization.

**Incumbents in this table are classified under the industry segment of the entity with which they are associated

***Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.