

110.209.223 Stakeholder 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	16	18	29	2.0	135.7	148.4	154.4	169.7	146.6	179.3	182.5	204.0	149.0	189.4	204.0	237.8
Under \$100 Million	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	*3	4	--	--	--	129.9	--	--	--	143.0	--	--	--	143.8	--
\$1 < \$3 Billion	6	7	8	--	140.7	148.6	153.6	174.2	161.0	196.2	191.5	221.5	165.9	208.8	224.2	303.3
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	5	7	--	127.5	156.0	152.2	162.0	160.1	186.9	194.6	204.9	189.4	233.7	237.8	253.5
Barrel of Oil Equivalent/Day																
All	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
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	4	--	--	--	192.9	--	--	--	241.7	--	--	--	313.3	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	*3	4	--	--	--	192.9	--	--	--	241.7	--	--	--	313.3	--
100,000 and Over	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	6	*6	13	997	139.9	149.7	159.4	181.7	144.7	159.8	170.3	191.6	144.7	160.9	180.8	191.6
1,500 and Over	10	12	15	2,952	135.9	147.3	150.8	162.0	154.9	186.9	188.8	204.9	161.3	208.1	221.7	253.5

*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

110.209.331 Stakeholder Relations D

Specialization: All Incumbents

Provides senior level support to the Stakeholder Relations Manager in the development and maintenance of the Stakeholder relationship. Supports business development initiative by implementing stakeholder communications. May maintain database tracking communications. Provides support to the organization for public hearings, meetings and media events, by developing presentation material. Usual qualifications include a university degree and a minimum of 7 years' related experience.

Incumbents in the same position:	27									Year over Year % Increase (Mean):			3.4%
(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													
Base Salary – Inc Weighted (All)	14	15	35	97.7	107.0	120.0	121.8	132.0	161.5	STI	12	33	94
Base Salary – Org Weighted (All)	14	15	N/A	98.5	109.6	120.0	126.1	138.8	174.0	Other Guaranteed Cash	5	9	26
STI Granted (\$ Amount) Recvg	11	12	32	5.0	8.8	18.3	19.6	27.5	34.3	Other Non-Guaranteed Cash	9	22	63
STI Granted (% of Base) Recvg	11	12	32	5.4	9.9	15.4	15.3	20.5	24.4	LTI	9	16	46
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	6	--	--	--	--	--	--	Overtime	2	8	23
Total Cash Comp – Inc Weighted (All)	14	15	35	106.4	116.5	140.4	140.1	148.2	196.7				
Total Cash Comp – Org Weighted (All)	14	15	N/A	107.6	116.6	139.8	142.8	155.5	213.3				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--	Minimum	12	33	100.8
STI Target (% of Base) Eligible	11	12	32	7.5	12.0	15.0	14.5	20.0	20.0	Midpoint	12	33	126.5
STI Maximum (% of Base) Eligible	10	11	30	10.0	16.2	20.1	25.9	40.0	44.0	Maximum	12	33	151.8
Target Total Cash Compensation	13	14	34	105.7	115.1	140.0	139.6	152.2	193.1	Compa-ratio	12	33	98.3
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	7	7	20	0.3	0.3	0.9	1.3	1.3	3.7	Graduation Year	*1	1	--
Total LTI (\$ Amount) – Recvg	8	8	12	8.2	18.8	25.3	30.1	42.1	55.7	Year of Birth	14	35	1967
Target Total Direct Comp (\$ Amount) – Recvg	8	8	12	151.7	162.5	177.7	198.6	245.1	268.4				
Target Total Direct Comp (\$ Amount) – All	13	14	34	106.7	115.2	140.3	150.8	166.5	240.6				
Total Direct Comp (\$ Amount) – Recvg	8	8	12	145.7	151.4	173.1	196.6	249.5	272.1				
Total Direct Comp (\$ Amount) – All	14	15	35	107.4	116.5	143.7	151.1	167.4	244.0				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	8	--	--	1.0	7.5	--	--	Hired since 2014	12	33	12

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

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.331 Stakeholder Relations 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	4	*4	10	--	127.2	130.7	--	--	147.7	155.1	--	--	166.6	172.8	--
Fully Integrated	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	3	*3	6	--	--	134.2	--	--	--	154.8	--	--	--	181.3	--
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	6	18	99.1	107.5	110.7	121.8	107.4	117.3	126.0	142.8	108.6	117.8	129.5	143.1
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	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	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	11	11	25	107.4	121.6	123.9	133.8	109.6	142.7	142.7	152.8	109.7	143.7	154.1	170.3
Calgary	7	7	15	99.3	118.2	122.4	132.0	107.4	137.8	142.3	157.4	108.7	137.8	155.6	171.2
Edmonton	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	*3	6	--	--	106.6	--	--	--	123.1	--	--	--	123.5	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	6	--	--	106.6	--	--	--	123.1	--	--	--	123.5	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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**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

110.209.331 Stakeholder Relations 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	14	15	35	2.4	107.0	120.0	121.8	132.0	116.5	140.4	140.1	148.2	116.5	143.7	151.1	167.4
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	*3	12	--	--	--	109.2	--	--	--	122.6	--	--	--	123.3	--
\$1 < \$3 Billion	3	*3	4	--	--	--	160.3	--	--	--	188.9	--	--	--	233.5	--
\$3 < \$5 Billion	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	5	13	23.8	109.8	126.3	124.7	135.0	122.2	147.2	147.0	168.5	127.3	165.8	161.2	173.1
Barrel of Oil Equivalent/Day																
All	5	*5	11	--	120.0	126.3	129.7	135.6	140.4	147.2	154.2	169.5	146.8	165.8	171.0	175.0
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	3	*3	9	--	--	--	131.4	--	--	--	156.7	--	--	--	175.7	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	6	6	18	1,160	99.3	116.7	117.6	124.0	107.4	132.3	132.8	143.6	108.6	132.9	139.3	145.1
1,500 and Over	7	8	16	2,005	110.4	125.7	126.7	135.3	119.4	146.1	149.4	169.0	122.0	165.6	164.8	174.0

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110.209.341 Stakeholder Relations C**Specialization: All Incumbents**

Provides support to the Stakeholder Relations Manager in the development and maintenance of the Stakeholder relationship. Supports business development initiative by implementing stakeholder communications. May maintain database tracking communications. Provides support to the organization for public hearings, meetings and media events, by developing presentation material. Usual qualifications include a university degree and a minimum of 4 years' related experience.

Incumbents in the same position:	28									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)	14	17	42	76.5	85.9	95.1	93.8	101.9	109.6	STI	13	40	95	
Base Salary – Org Weighted (All)	14	17	N/A	71.7	89.5	97.1	93.4	101.9	107.4	Other Guaranteed Cash	5	15	36	
STI Granted (\$ Amount) Recvg	13	16	38	3.3	7.2	13.3	11.9	16.0	17.3	Other Non-Guaranteed Cash	8	16	38	
STI Granted (% of Base) Recvg	13	16	38	3.9	7.2	14.1	12.3	15.3	18.1	LTI	5	10	24	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	6	--	--	--	--	--	--	Overtime	6	11	26	
Total Cash Comp – Inc Weighted (All)	14	17	42	79.8	98.0	107.4	104.9	116.3	125.8	Salary Range				
Total Cash Comp – Org Weighted (All)	14	17	N/A	73.2	95.6	107.0	104.2	118.5	125.7	Dist. Orgs	Num Obs	Median		
Target Annual Cash Compensation										Minimum	11	35	80.8	
STI Threshold (% of Base) Eligible	4	6	9	--	1.9	2.5	3.9	5.0	--	Midpoint	11	35	101.0	
STI Target (% of Base) Eligible	13	16	40	5.0	10.0	12.0	10.9	12.4	15.0	Maximum	11	35	121.2	
STI Maximum (% of Base) Eligible	12	15	38	6.3	14.6	16.2	18.5	20.0	30.3	Compa-ratio	11	35	94.8	
Target Total Cash Compensation	14	17	42	80.8	98.3	104.7	104.1	114.9	122.1	Demographics				
Estimated Total Direct Compensation										Dist. Orgs	Num Obs	Median		
Total Perquisite Value (\$ Amount)	5	*7	23	0.3	0.3	0.3	1.1	0.4	5.9	Graduation Year	*2	2	--	
Total LTI (\$ Amount) – Recvg	4	*4	8	--	--	13.0	15.1	--	--	Year of Birth	14	42	1977	
Target Total Direct Comp (\$ Amount) – Recvg	4	*4	8	--	--	120.4	125.4	--	--					
Target Total Direct Comp (\$ Amount) – All	14	17	42	86.1	98.3	109.0	107.6	117.6	125.7	Dist. Orgs	Num Obs	% of Obs		
Total Direct Comp (\$ Amount) – Recvg	4	*4	8	--	--	119.1	123.0	--	--	Hired since 2014	14	41	22	
Total Direct Comp (\$ Amount) – All	14	17	42	82.9	100.0	109.3	108.4	119.9	128.6					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	12	--	--	0.9	3.3	--	--					

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2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.341 Stakeholder Relations 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	3	*3	9	--	--	95.0	--	--	--	108.1	--	--	--	116.5	--
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	*8	23	85.4	98.0	95.0	101.8	101.5	107.8	107.1	118.9	101.8	108.1	108.2	119.2
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	*4	6	--	94.7	95.9	--	--	106.4	107.2	--	--	106.4	114.8	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	12	14	35	87.5	95.2	94.8	102.0	101.5	108.0	107.2	116.7	101.8	114.6	110.9	122.6
Calgary	10	10	24	86.2	94.3	92.5	101.2	97.2	108.9	104.9	116.6	99.0	114.8	109.8	123.4
Edmonton	2	*4	5	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

110.209.341 Stakeholder Relations C

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	17	42	2.1	85.9	95.1	93.8	101.9	98.0	107.4	104.9	116.3	100.0	109.3	108.4	119.9
Under \$100 Million	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	6	8	11	2.1	77.4	98.0	93.8	102.0	80.1	106.8	104.7	123.0	86.1	107.1	110.6	123.9
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	*5	13	23.8	87.2	93.0	93.9	96.6	100.0	102.6	106.0	112.9	101.1	113.8	111.8	123.4
Barrel of Oil Equivalent/Day																
All	3	*3	9	--	--	--	95.0	--	--	--	108.1	--	--	--	116.5	--
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	3	*3	9	--	--	--	95.0	--	--	--	108.1	--	--	--	116.5	--
100,000 < 300,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	4	*4	16	--	--	100.4	95.1	--	--	115.5	107.8	--	--	115.8	110.9	--
1,500 and Over	9	12	23	3,204	86.0	94.3	93.3	101.8	98.5	105.2	104.6	112.0	100.5	107.1	108.8	122.6

*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

110.209.351 Public Relations Co-ordinator**Specialization: All Incumbents**

Under general supervision, responsible for planning and coordinating public relation events and activities to promote and support the mission, objectives, and business goals of the organization. Prepares and distributes information utilizing media such as magazines, newspapers, radio, and television. Typically requires a Bachelor's degree and two to four years of experience. Frequently reports to a Public Relations Manager.

Incumbents in the same position:

7

(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	8	10	47.9	63.8	75.4	76.1	91.5	102.0
Base Salary – Org Weighted (All)	6	8	N/A	--	58.5	75.5	74.8	90.3	--
STI Granted (\$ Amount) Recvg	5	7	8	--	7.2	12.3	11.3	15.8	--
STI Granted (% of Base) Recvg	5	7	8	--	8.8	13.4	14.3	20.9	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	8	10	49.2	69.5	87.6	85.2	100.9	116.9
Total Cash Comp – Org Weighted (All)	6	8	N/A	--	69.2	81.6	83.4	100.3	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	3	3	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	7	9	--	8.0	10.0	10.6	13.5	--
STI Maximum (% of Base) Eligible	4	6	8	--	12.8	17.5	19.8	29.8	--
Target Total Cash Compensation	6	8	10	48.4	67.7	85.4	83.8	102.0	112.2

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	2	*2	2	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	2	*2	3	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	3	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	6	8	10	49.3	73.5	95.2	88.3	103.0	112.5
Total Direct Comp (\$ Amount) – Recvg	2	*2	3	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	6	8	10	49.2	69.8	98.6	89.7	107.6	117.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	3	3	--	--	--	3.7	--	--
---	---	---	---	----	----	----	-----	----	----

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

Year over Year % Increase (Mean):

5.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	5	9	90
Other Guaranteed Cash	3	3	30
Other Non-Guaranteed Cash	3	4	40
LTI	2	3	30
Overtime	2	4	40

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	6	9	1981

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	6	10	10

2015

CA MTCS for the Energy Sector

Scope Analysis

110.209.351 Public Relations Co-ordinator

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	3	*3	4	--	--	71.7	--	--	--	84.1	--	--	--	95.3	--
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
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	*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	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	5	5	6	53.6	73.5	70.8	85.8	63.5	83.7	80.8	100.4	63.5	99.2	88.3	107.6
Calgary	4	*4	5	--	80.4	71.7	--	--	97.7	83.2	--	--	102.0	92.2	--
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	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.

110.209.351 Public Relations Co-ordinator

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	6	8	10	1.1	63.8	75.4	76.1	91.5	69.5	87.6	85.2	100.9	69.8	98.6	89.7	107.6
Under \$100 Million	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	1	3	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	4	*4	5	--	--	66.5	66.8	--	--	69.7	76.7	--	--	96.4	85.6	--
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
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	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	2	*4	5	--	--	--	--	--	--	--	--	--	--	--	--	--

*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

110.212.130 Top Investor Relations Executive

Specialization: All Incumbents

Responsible for communications and contact with all segments of the investment community such as shareholders, research analysts, portfolio managers, and stockbrokers, with the purpose of improving the interest in the organization from the financial community. Performs duties such as assisting in the development of long- and short-term investor relations strategies, arranging for analyst visits to the organization, and supervising the preparation and production of the organization's annual and quarterly reports. Frequently reports to a Chief Executive Officer, Chief Financial Officer, or Chief Operating 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:										Year over Year % Increase (Mean):			
(Compensation Data Displayed in \$000s)										3.5%			
	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)	20	20	20	180.2	232.8	277.0	283.7	308.8	413.4	STI	20	20	100
Base Salary – Org Weighted (All)	20	20	N/A	180.2	232.8	277.0	283.7	308.8	413.4	Other Guaranteed Cash	5	5	25
STI Granted (\$ Amount) Recvg	19	19	19	26.8	43.8	132.0	143.4	200.0	323.5	Other Non-Guaranteed Cash	6	6	30
STI Granted (% of Base) Recvg	19	19	19	10.4	24.6	42.6	48.5	64.7	72.8	LTI	18	18	90
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	20	20	20	222.7	289.1	401.4	420.5	493.1	713.7	Salary Range			
Total Cash Comp – Org Weighted (All)	20	20	N/A	222.7	289.1	401.4	420.5	493.1	713.7	Minimum	0	0	--
Target Annual Cash Compensation										Midpoint	0	0	--
STI Threshold (% of Base) Eligible	4	4	4	--	--	22.5	25.3	--	--	Maximum	0	0	--
STI Target (% of Base) Eligible	19	19	19	30.0	35.0	40.0	41.3	50.0	55.0	Compa-ratio	0	0	--
STI Maximum (% of Base) Eligible	13	13	13	57.8	63.8	70.0	76.3	84.0	106.0	Demographics			
Target Total Cash Compensation	19	19	19	231.4	334.1	396.5	409.3	468.1	609.0	Graduation Year	3	3	--
Estimated Total Direct Compensation										Year of Birth	20	20	1966
Total Perquisite Value (\$ Amount)	18	18	18	4.8	6.0	13.1	15.0	23.6	25.4				
Total LTI (\$ Amount) – Recvg	17	17	17	121.9	216.4	328.2	451.0	573.8	1,027.2				
Target Total Direct Comp (\$ Amount) – Recvg	16	16	16	474.0	597.5	780.8	921.9	1,178.2	1,785.4				
Target Total Direct Comp (\$ Amount) – All	19	19	19	237.5	493.4	747.7	824.1	960.0	1,676.0				
Total Direct Comp (\$ Amount) – Recvg	17	17	17	360.9	641.2	732.4	907.7	1,145.4	1,853.1				
Total Direct Comp (\$ Amount) – All	20	20	20	234.7	455.0	708.9	817.3	997.4	1,689.1				
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

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CA MTCS for the Energy Sector

Scope Analysis

110.212.130 Top Investor Relations 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	14	14	14	218.8	277.0	272.8	319.2	237.8	366.2	398.2	517.4	356.8	667.5	789.2	1,082.2
Fully Integrated	3	3	3	--	--	283.9	--	--	--	423.6	--	--	--	822.2	--
Exploration & Production	11	11	11	225.0	264.0	269.7	310.0	239.9	330.2	391.3	495.0	377.1	644.1	780.2	932.8
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	3	3	3	--	--	248.4	--	--	--	392.7	--	--	--	697.7	--
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	18	18	18	234.9	277.0	290.4	319.2	299.7	405.0	435.4	517.4	493.5	708.9	856.8	1,082.2
Calgary	18	18	18	234.9	277.0	290.4	319.2	299.7	405.0	435.4	517.4	493.5	708.9	856.8	1,082.2
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

110.212.130 Top Investor Relations 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	20	20	20	3.5	232.8	277.0	283.7	308.8	289.1	401.4	420.5	493.1	455.0	708.9	817.3	997.4
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	4	4	--	--	212.5	227.0	--	--	235.7	249.5	--	--	336.6	398.0	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	4	4	--	--	324.7	345.3	--	--	539.7	558.3	--	--	1,151.5	1,167.9	--
\$3 < \$5 Billion	3	3	3	--	--	--	252.3	--	--	--	471.5	--	--	--	1,148.9	--
\$5 Billion and Over	8	8	8	--	267.0	304.8	310.7	337.5	397.7	419.3	448.5	481.8	661.1	740.2	807.6	966.9
Barrel of Oil Equivalent/Day																
All	14	14	14	94,557	230.0	277.0	281.2	319.2	272.8	385.9	412.1	517.4	421.1	708.9	834.5	1,082.2
Under 10,000	3	3	3	--	--	--	247.4	--	--	--	298.8	--	--	--	576.5	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	5	5	--	212.5	257.0	266.3	324.7	235.7	283.8	366.9	539.7	336.6	435.8	682.4	1,151.5
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	4	4	--	--	276.0	282.9	--	--	389.4	400.8	--	--	684.3	758.7	--
100,000 and Over	6	6	6	--	255.9	300.0	310.4	365.0	384.2	476.2	506.3	653.2	611.3	872.9	1,090.4	1,545.9
100,000 < 300,000	3	3	3	--	--	--	305.2	--	--	--	561.1	--	--	--	1,427.9	--
300,000 and Over	3	3	3	--	--	--	315.6	--	--	--	451.5	--	--	--	752.8	--
Total Employment																
Less than 75	3	3	3	--	--	--	211.7	--	--	--	245.6	--	--	--	346.9	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	6	6	6	--	209.2	250.0	253.8	309.9	291.6	451.4	452.7	619.1	526.3	788.4	1,022.3	1,619.6
1,500 and Over	9	9	9	--	274.7	305.0	331.7	383.4	398.7	436.5	490.2	558.7	683.0	747.9	909.5	1,145.4

*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

110.212.210 Investor Relations Director

Specialization: All Incumbents

Assists the Top Investor Relations Executive in maintaining, developing, and improving relations and communications between the organization and its shareholders, the investing public, and other members of the financial community, including financial analysts and institutional investors. May monitor and assess changes and trends in ownership of the company's stock. Typically reports to Top Investor Relations Executive

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)	14	14	14	128.3	171.5	196.9	194.1	210.7	267.8
Base Salary – Org Weighted (All)	14	14	N/A	128.3	171.5	196.9	194.1	210.7	267.8
STI Granted (\$ Amount) Recvg	12	12	12	46.3	52.4	57.9	78.3	100.3	154.8
STI Granted (% of Base) Recvg	12	12	12	25.1	26.0	32.5	37.6	51.1	60.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	14	14	14	130.2	217.1	265.4	262.9	292.1	414.6
Total Cash Comp – Org Weighted (All)	14	14	N/A	130.2	217.1	265.4	262.9	292.1	414.6

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	11	11	11	20.2	23.0	30.0	29.0	30.0	47.0
STI Maximum (% of Base) Eligible	10	10	10	32.4	44.5	55.0	57.3	62.5	101.5
Target Total Cash Compensation	12	12	12	127.9	219.2	253.8	254.3	278.2	401.8

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	10	10	10	1.2	4.8	6.7	8.5	12.2	18.7
Total LTI (\$ Amount) – Recvg	12	12	12	25.7	49.5	120.8	129.2	189.9	286.8
Target Total Direct Comp (\$ Amount) – Recvg	11	11	11	224.6	295.4	365.8	406.6	475.7	659.7
Target Total Direct Comp (\$ Amount) – All	12	12	12	134.2	294.9	347.6	381.3	474.6	650.7
Total Direct Comp (\$ Amount) – Recvg	12	12	12	248.4	312.3	403.3	421.3	488.1	699.8
Total Direct Comp (\$ Amount) – All	14	14	14	130.2	280.9	353.2	379.7	471.3	675.8

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):

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	13	13	93
Other Guaranteed Cash	3	3	21
Other Non-Guaranteed Cash	3	3	21
LTI	12	12	86
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	13	13	1972

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	14	14	14

2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.210 Investor 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	5	5	5	196.9	212.0	228.2	267.8	279.7	296.3	337.0	414.6	446.3	496.4	548.1	675.8
Fully Integrated	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	3	3	3	--	--	204.1	--	--	--	292.8	--	--	--	502.8	--
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	3	3	--	--	197.2	--	--	--	252.2	--	--	--	339.4	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	10	10	10	192.5	204.0	211.7	213.7	247.0	272.3	292.5	301.9	313.4	403.3	437.2	526.3
Calgary	10	10	10	192.5	204.0	211.7	213.7	247.0	272.3	292.5	301.9	313.4	403.3	437.2	526.3
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	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

110.212.210 Investor 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	14	14	14	2.6	171.5	196.9	194.1	210.7	217.1	265.4	262.9	292.1	280.9	353.2	379.7	471.3
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	205.2	--	--	--	283.2	--	--	--	351.7	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	3	3	3	--	--	--	189.5	--	--	--	255.0	--	--	--	435.2	--
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	4	4	--	--	196.6	221.6	--	--	267.1	316.4	--	--	436.8	477.1	--
Barrel of Oil Equivalent/Day																
All	5	5	5	--	188.8	197.4	201.1	215.3	256.9	283.5	282.5	307.6	403.3	463.0	476.4	556.1
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	3	3	3	--	--	--	204.1	--	--	--	292.8	--	--	--	502.8	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	4	4	4	--	--	204.0	205.7	--	--	269.0	267.9	--	--	396.2	430.5	--
1,500 and Over	7	7	7	--	153.6	176.2	185.8	212.0	157.4	221.0	247.3	296.3	157.4	299.0	342.2	496.4

*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

110.212.220 Investor Relations Manager

Specialization: All Incumbents

A managerial level corporate shareholder relations job with responsibility for planning, developing, executing and monitoring the communications program aimed at shareholders and the investment community. Supervises proxy solicitation and distribution of financial reports to shareholders and the investment community. Also responsible for the supervision of the shareholder relations staff. This position normally reports to the Investor Relations Director, Top Legal Executive or Top Investor Relations Executive.

Incumbents in the same position:

16

(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)	21	22	23	143.5	150.5	160.1	163.3	178.0	192.9
Base Salary – Org Weighted (All)	21	22	N/A	143.3	150.2	161.1	163.3	178.5	193.4
STI Granted (\$ Amount) Recvg	19	20	21	26.0	32.9	45.0	47.0	55.0	77.8
STI Granted (% of Base) Recvg	19	20	21	15.2	20.6	28.1	29.0	32.2	52.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	21	22	23	169.4	189.3	205.0	207.0	231.5	252.0
Total Cash Comp – Org Weighted (All)	21	22	N/A	168.4	187.5	205.0	206.9	233.8	252.9

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	4	4	--	--	13.0	13.4	--	--
STI Target (% of Base) Eligible	19	20	21	15.2	20.0	25.0	25.1	30.0	35.0
STI Maximum (% of Base) Eligible	13	14	15	28.4	40.0	40.0	44.8	50.0	64.0
Target Total Cash Compensation	19	20	21	177.9	192.2	201.8	204.2	222.2	243.9

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	17	17	18	1.6	3.9	5.8	6.3	7.2	13.2
Total LTI (\$ Amount) – Recvg	16	17	18	33.3	42.0	62.1	71.4	90.2	140.7
Target Total Direct Comp (\$ Amount) – Recvg	14	15	16	240.3	251.2	285.3	283.2	300.5	342.6
Target Total Direct Comp (\$ Amount) – All	19	20	21	180.0	217.1	257.9	258.5	298.5	340.3
Total Direct Comp (\$ Amount) – Recvg	16	17	18	244.5	258.1	287.1	295.0	313.9	396.5
Total Direct Comp (\$ Amount) – All	21	22	23	171.4	230.9	266.8	267.8	309.1	379.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	3	3	--	--	--	3.4	--	--
---	---	---	---	----	----	----	-----	----	----

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

Year over Year % Increase (Mean):

2.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	21	23	100
Other Guaranteed Cash	4	4	17
Other Non-Guaranteed Cash	4	4	17
LTI	17	19	83
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	5	5	2004
Year of Birth	21	23	1977

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	21	23	30

2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.220 Investor 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	12	12	12	151.6	168.9	168.3	184.9	195.9	208.2	213.8	241.3	248.8	290.5	291.8	323.6
Fully Integrated	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	11	11	11	150.5	162.8	167.2	186.5	195.0	205.0	213.5	244.6	246.0	292.1	295.0	328.5
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	4	4	--	163.1	156.4	--	--	185.1	184.9	--	--	209.0	221.4	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*3	4	--	--	165.6	--	--	--	216.2	--	--	--	276.6	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	20	20	21	152.7	160.1	164.6	177.9	192.1	205.0	209.1	229.0	238.5	266.8	271.1	302.3
Calgary	19	19	20	151.6	160.0	164.3	178.0	190.7	206.2	209.3	230.2	234.7	274.6	272.2	305.7
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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

110.212.220 Investor 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	20	21	22	2.3	153.6	161.4	163.8	178.5	193.6	206.2	208.1	233.8	242.2	274.6	271.4	309.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	4	4	--	--	163.8	164.8	--	--	200.8	205.8	--	--	246.0	244.0	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	6	6	6	--	134.5	158.9	155.1	178.7	159.4	203.2	192.0	227.8	212.7	271.2	250.4	296.3
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	6	7	8	--	160.0	171.1	173.6	191.3	205.6	214.5	223.6	243.7	260.6	290.5	305.8	348.3
Barrel of Oil Equivalent/Day																
All	12	12	13	103,130	155.0	164.5	168.7	183.3	200.8	211.4	215.6	238.0	257.8	288.9	295.2	318.8
Under 10,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	5	5	--	152.3	162.8	166.4	182.3	196.8	203.0	210.9	228.9	246.0	292.1	280.4	309.1
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	3	3	--	--	--	165.3	--	--	--	203.1	--	--	--	268.1	--
100,000 and Over	6	6	6	--	151.9	177.5	172.9	191.0	197.5	224.5	221.5	247.3	254.4	305.4	318.3	397.1
100,000 < 300,000	4	4	4	--	--	177.5	171.8	--	--	224.5	219.9	--	--	269.8	295.4	--
300,000 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	4	--	--	166.5	167.3	--	--	200.8	210.8	--	--	290.5	273.3	--
350 < 1,500	6	6	6	--	153.9	166.6	166.4	178.7	185.7	208.0	211.2	237.5	242.2	265.7	285.6	330.9
1,500 and Over	9	10	11	4,306	155.0	160.1	162.9	180.0	205.0	211.5	208.5	240.9	257.2	266.8	271.7	328.5

*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

110.212.320 Investor Relations Analyst E

Specialization: All Incumbents

This incumbent is accountable for providing the Investor Relation Manager and / or senior leadership with accurate, timely information and recommendations that allows them to make sound decisions for investor relations programs relating to communications with internal and external investors. Demonstrates expertise in managing the relationship with shareholders, research analysts, portfolio managers, and stockholders. Develops and ensures accuracy of processes, data management and reporting functions. May have responsibility of supervision, and provide guidance and training to less experienced staff. Typically has a university degree and a minimum of 10 years experience.

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)	4	4	4	--	--	158.8	157.5	--	--
Base Salary – Org Weighted (All)	4	4	N/A	--	--	158.8	157.5	--	--
STI Granted (\$ Amount) Recvg	3	3	3	--	--	--	34.7	--	--
STI Granted (% of Base) Recvg	3	3	3	--	--	--	23.2	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	4	4	4	--	--	177.9	183.5	--	--
Total Cash Comp – Org Weighted (All)	4	4	N/A	--	--	177.9	183.5	--	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	3	3	3	--	--	--	20.0	--	--
STI Maximum (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
Target Total Cash Compensation	4	4	4	--	--	181.2	180.4	--	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	1	*1	1	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	4	4	4	--	--	39.8	49.7	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	235.9	--	--
Target Total Direct Comp (\$ Amount) – All	4	4	4	--	--	222.6	230.1	--	--
Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	213.2	233.3	--	--
Total Direct Comp (\$ Amount) – All	4	4	4	--	--	213.2	233.3	--	--

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):

--%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	3	3	75
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	1	1	25
LTI	4	4	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	*1	1	--
Year of Birth	4	4	1976

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	4	4	25

2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.320 Investor Relations 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	3	3	3	--	--	163.6	--	--	--	183.8	--	--	--	242.7	--
Fully Integrated	3	3	3	--	--	163.6	--	--	--	183.8	--	--	--	242.7	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
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	4	4	4	--	158.8	157.5	--	--	177.9	183.5	--	--	213.2	233.3	--
Calgary	4	4	4	--	158.8	157.5	--	--	177.9	183.5	--	--	213.2	233.3	--
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

110.212.320 Investor Relations 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	4	4	4	--	--	158.8	157.5	--	--	177.9	183.5	--	--	213.2	233.3	--
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	4	4	--	--	158.8	157.5	--	--	177.9	183.5	--	--	213.2	233.3	--
Barrel of Oil Equivalent/Day																
All	3	3	3	--	--	--	163.6	--	--	--	183.8	--	--	--	242.7	--
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	3	3	3	--	--	--	163.6	--	--	--	183.8	--	--	--	242.7	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	4	4	4	--	--	158.8	157.5	--	--	177.9	183.5	--	--	213.2	233.3	--

*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.

2015

CA MTCS for the Energy Sector

110.212.330 Investor Relations Analyst D

Specialization: All Incumbents

Competent to complete complex investor relations communications, research and analysis. Monitors and is well versed in all aspects of investment performance. Makes recommendations and supports department manager in implementing and administering the organizations investor relation programs. Typically has a university degree and 8 years of related experience.

Incumbents in the same position:	8									Year over Year % Increase (Mean):			2.9%
(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	12	15	103.2	112.6	124.0	125.3	139.3	145.5	STI	11	14	93
Base Salary – Org Weighted (All)	12	12	N/A	101.8	112.1	122.0	125.0	140.9	147.3	Other Guaranteed Cash	1	3	20
STI Granted (\$ Amount) Recvg	11	11	14	4.7	9.9	19.0	21.4	30.7	45.6	Other Non-Guaranteed Cash	3	3	20
STI Granted (% of Base) Recvg	11	11	14	3.6	9.0	14.7	16.7	24.3	33.7	LTI	11	14	93
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	3	3	--	--	--	4.6	--	--	Overtime	2	2	13
Total Cash Comp – Inc Weighted (All)	12	12	15	109.4	128.6	139.3	146.2	174.0	184.9				
Total Cash Comp – Org Weighted (All)	12	12	N/A	104.9	125.1	140.5	144.9	170.0	186.5				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	3	3	3	--	--	--	10.0	--	--	Minimum	0	0	--
STI Target (% of Base) Eligible	9	9	12	13.3	15.0	18.8	17.7	20.0	20.0	Midpoint	0	0	--
STI Maximum (% of Base) Eligible	10	10	13	18.0	22.8	35.0	32.1	40.0	40.0	Maximum	0	0	--
Target Total Cash Compensation	10	10	13	107.5	129.1	142.6	143.6	157.1	176.4	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	5	5	5	--	1.0	2.7	3.7	7.0	--	Graduation Year	5	5	2003
Total LTI (\$ Amount) – Recvg	9	9	12	5.3	12.0	20.0	20.3	27.7	37.7	Year of Birth	11	14	1981
Target Total Direct Comp (\$ Amount) – Recvg	8	8	11	125.6	151.6	170.6	171.3	184.7	210.1				
Target Total Direct Comp (\$ Amount) – All	10	10	13	109.0	134.9	170.6	162.6	183.7	210.0				
Total Direct Comp (\$ Amount) – Recvg	9	9	12	127.3	149.4	176.3	173.7	197.1	223.8				
Total Direct Comp (\$ Amount) – All	12	12	15	111.6	145.3	158.2	163.7	188.0	218.5				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	3	--	--	--	--	--	--	Hired since 2014	12	15	20

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

2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.330 Investor Relations 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	7	7	9	120.0	128.0	128.3	136.5	132.3	143.7	147.9	167.8	149.0	174.6	166.7	183.3
Fully Integrated	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	5	5	5	120.0	124.0	130.9	145.3	132.3	143.7	146.6	162.3	151.7	174.6	168.8	183.0
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)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*3	4	--	--	120.2	--	--	--	144.5	--	--	--	160.8	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	12	12	15	112.6	124.0	125.3	139.3	128.6	139.3	146.2	174.0	145.3	158.2	163.7	188.0
Calgary	11	11	14	118.1	126.0	127.0	139.8	133.6	141.5	149.4	174.3	146.3	166.4	168.2	191.1
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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

110.212.330 Investor Relations 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	12	12	15	2.5	112.6	124.0	125.3	139.3	128.6	139.3	146.2	174.0	145.3	158.2	163.7	188.0
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	4	4	--	--	114.5	118.1	--	--	125.7	133.6	--	--	148.5	152.2	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	*4	7	--	--	124.0	122.3	--	--	139.3	146.2	--	--	152.7	160.8	--
Barrel of Oil Equivalent/Day																
All	8	8	11	--	120.0	124.0	126.5	131.4	135.3	139.3	146.0	161.7	146.7	158.2	163.2	178.6
Under 10,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	4	4	--	--	132.8	133.7	--	--	139.8	145.6	--	--	168.1	167.4	--
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	3	*3	5	--	--	--	124.0	--	--	--	149.8	--	--	--	166.1	--
100,000 < 300,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	4	4	4	--	--	140.4	138.5	--	--	158.8	160.4	--	--	183.0	185.1	--
1,500 and Over	7	7	10	3,505	108.8	122.0	120.5	130.7	121.8	138.5	142.2	165.0	123.0	150.5	155.6	184.0

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**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

110.212.340 Investor Relations Analyst C

Specialization: All Incumbents

Under general supervision, communicates and has contact with all segments of the investment community including shareholders, research analysts, portfolio managers, and stockbrokers, with the purpose of improving the interest in the organization from the financial community. Performs duties such as assisting in the development of long- and short-term investor relations strategies, arranging for analyst visits to the organization, and supervising the preparation and production of the organization's annual and quarterly reports. Typically requires a degree in Finance or Accounting and 4 years of related experience.

Incumbents in the same position:	7									Year over Year % Increase (Mean):	2.9%		
(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)	10	10	13	68.1	82.4	97.0	93.5	103.5	112.3	STI	10	13	100
Base Salary – Org Weighted (All)	10	10	N/A	67.4	81.9	97.3	94.2	105.8	114.3	Other Guaranteed Cash	2	3	23
STI Granted (\$ Amount) Recvg	5	5	7	--	8.3	15.7	14.3	19.4	--	Other Non-Guaranteed Cash	1	2	15
STI Granted (% of Base) Recvg	5	5	7	--	8.9	15.7	14.5	20.0	--	LTI	8	10	77
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	2	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	10	10	13	68.1	82.4	110.0	101.5	115.8	122.7				
Total Cash Comp – Org Weighted (All)	10	10	N/A	67.4	81.9	109.0	101.7	115.4	124.3				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--	Minimum	0	0	--
STI Target (% of Base) Eligible	8	8	10	10.0	11.5	17.5	18.4	24.0	30.0	Midpoint	0	0	--
STI Maximum (% of Base) Eligible	4	4	6	--	--	30.0	30.7	--	--	Maximum	0	0	--
Target Total Cash Compensation	8	8	10	76.1	107.5	118.9	117.0	125.9	148.2	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	4	4	4	--	--	1.3	2.0	--	--	Graduation Year	3	3	--
Total LTI (\$ Amount) – Recvg	8	8	10	3.8	9.6	13.7	19.0	26.9	49.5	Year of Birth	10	13	1985
Target Total Direct Comp (\$ Amount) – Recvg	7	7	9	--	128.9	134.6	143.4	166.3	--				
Target Total Direct Comp (\$ Amount) – All	8	8	10	78.1	126.1	133.5	136.4	162.5	175.6		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	8	8	10	90.6	123.1	128.2	129.9	140.0	169.2	Hired since 2014	10	13	38
Total Direct Comp (\$ Amount) – All	10	10	13	68.1	84.1	124.8	116.7	135.2	160.9				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	3	--	--	--	--	--	--				

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

2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.340 Investor Relations 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	7	7	10	83.2	95.1	93.5	102.0	83.2	110.5	102.3	115.4	85.7	124.5	116.8	130.8
Fully Integrated	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	5	5	6	90.8	95.1	97.4	105.3	97.1	112.9	107.1	115.4	114.9	125.4	127.5	140.8
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	7	7	9	93.1	98.1	99.2	105.1	105.7	115.0	110.8	117.7	122.1	126.0	128.4	135.2
Calgary	7	7	9	93.1	98.1	99.2	105.1	105.7	115.0	110.8	117.7	122.1	126.0	128.4	135.2
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.340 Investor Relations Analyst C

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	10	10	13	1.8	82.4	97.0	93.5	103.5	82.4	110.0	101.5	115.8	84.1	124.8	116.7	135.2
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	*3	4	--	--	--	78.7	--	--	--	83.5	--	--	--	97.4	--
\$1 < \$3 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	4	6	--	--	100.1	97.9	--	--	113.0	110.7	--	--	127.6	122.2	--
Barrel of Oil Equivalent/Day																
All	6	6	8	--	93.0	97.6	98.0	102.0	103.6	112.9	109.0	116.1	121.0	125.4	127.1	131.5
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
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	3	*3	5	--	--	--	95.8	--	--	--	107.8	--	--	--	118.9	--
100,000 < 300,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	4	4	6	--	--	100.1	97.9	--	--	113.0	110.7	--	--	127.6	122.2	--

*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

110.212.350 Investor Relations Analyst B

Specialization: All Incumbents

Performs basic research and has directed contact with all segments of the investment community including shareholders, research analysts, portfolio managers, and stockholders. Responsible for some database maintenance, and monitoring investment performance. Assists with the creation of basic communications for investors. Typically has a university degree and 3 years of related experience.

Incumbents in the same position:	4									Year over Year % Increase (Mean):	4.6%		
(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)	8	8	8	--	79.3	85.0	85.4	91.4	--	STI	7	7	88
Base Salary – Org Weighted (All)	8	8	N/A	--	79.3	85.0	85.4	91.4	--	Other Guaranteed Cash	2	2	25
STI Granted (\$ Amount) Recvg	6	6	6	--	7.8	12.4	12.3	16.8	--	Other Non-Guaranteed Cash	1	1	13
STI Granted (% of Base) Recvg	6	6	6	--	9.3	14.0	15.0	20.8	--	LTI	6	6	75
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	8	8	8	--	85.6	91.1	94.6	104.4	--				
Total Cash Comp – Org Weighted (All)	8	8	N/A	--	85.6	91.1	94.6	104.4	--				
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	5	5	5	--	12.5	15.0	14.0	15.0	--	Midpoint	0	0	--
STI Maximum (% of Base) Eligible	3	3	3	--	--	--	27.7	--	--	Maximum	0	0	--
Target Total Cash Compensation	6	6	6	--	86.7	99.0	96.3	104.9	--	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	3	3	3	--	--	--	1.1	--	--	Graduation Year	*1	1	--
Total LTI (\$ Amount) – Recvg	4	4	4	--	--	14.8	22.4	--	--	Year of Birth	8	8	1986
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	105.2	--	--				
Target Total Direct Comp (\$ Amount) – All	6	6	6	--	98.7	105.1	102.6	106.9	--				
Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	110.0	115.3	--	--				
Total Direct Comp (\$ Amount) – All	8	8	8	--	92.1	106.2	106.2	111.3	--				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--	Hired since 2014	8	8	25

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

2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.350 Investor Relations 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	7	7	7	78.7	85.0	86.0	92.8	85.6	93.0	95.4	104.4	101.1	108.2	108.6	111.9
Fully Integrated	3	3	3	--	--	94.8	--	--	--	106.1	--	--	--	108.6	--
Exploration & Production	4	4	4	--	81.9	79.4	--	--	85.7	87.3	--	--	104.6	108.7	--
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
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	79.3	85.0	85.4	91.4	85.6	91.1	94.6	104.4	92.1	106.2	106.2	111.3
Calgary	8	8	8	79.3	85.0	85.4	91.4	85.6	91.1	94.6	104.4	92.1	106.2	106.2	111.3
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

110.212.350 Investor Relations Analyst B

10.212.950 Investor Relations 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	8	8	8	--	79.3	85.0	85.4	91.4	85.6	91.1	94.6	104.4	92.1	106.2	106.2	111.3
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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	4	4	--	--	90.0	91.3	--	--	104.4	101.8	--	--	106.9	103.7	--
Barrel of Oil Equivalent/Day																
All	8	8	8	--	79.3	85.0	85.4	91.4	85.6	91.1	94.6	104.4	92.1	106.2	106.2	111.3
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	3	3	3	--	--	--	82.9	--	--	--	87.9	--	--	--	108.9	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	3	3	--	--	--	82.9	--	--	--	87.9	--	--	--	108.9	--
100,000 and Over	4	4	4	--	--	90.0	88.3	--	--	104.4	100.9	--	--	108.8	108.5	--
100,000 < 300,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	4	4	4	--	--	90.0	91.3	--	--	104.4	101.8	--	--	106.9	103.7	--

*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

110.212.360 Investor Relations Analyst A

Specialization: All Incumbents

Under direct supervision, performs tasks including entering and retrieving information from databases, basic research and analysis, and report generation. Assists more senior analysts with communications for and has limited contact with all segments of the investment community including shareholders, research analysts, portfolio managers, and stockholders. Typically has a university degree and 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)	3	3	3	--	--	--	60.1	--	--
Base Salary – Org Weighted (All)	3	3	N/A	--	--	--	60.1	--	--
STI Granted (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
STI Granted (% of Base) Recvg	2	*2	2	--	--	--	--	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	3	3	3	--	--	--	63.9	--	--
Total Cash Comp – Org Weighted (All)	3	3	N/A	--	--	--	63.9	--	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Maximum (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
Target Total Cash Compensation	2	*2	2	--	--	--	--	--	--

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	2	*2	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	3	3	3	--	--	--	70.8	--	--

Total Other Guaranteed Cash

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

Year over Year % Increase (Mean):

7.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	3	3	100
Other Guaranteed Cash	1	1	33
Other Non-Guaranteed Cash	1	1	33
LTI	2	2	67
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	3	3	--

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	3	33

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

2015

CA MTCS for the Energy Sector

Scope Analysis

110.212.360 Investor Relations 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	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
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	3	3	3	--	--	60.1	--	--	--	63.9	--	--	--	70.8	--
Calgary	3	3	3	--	--	60.1	--	--	--	63.9	--	--	--	70.8	--
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

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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

110.212.360 Investor Relations 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	3	3	3	--	--	--	60.1	--	--	--	63.9	--	--	--	70.8	--
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
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	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
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

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115.000.120 Top Legal Executive - Corporate

Specialization: All Incumbents

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defence, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. 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:

41

(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)	52	52	52	203.2	248.1	300.0	310.8	339.8	441.3
Base Salary – Org Weighted (All)	52	52	N/A	203.2	248.1	300.0	310.8	339.8	441.3
STI Granted (\$ Amount) Recvg	42	42	42	39.5	93.2	174.9	180.1	214.6	366.8
STI Granted (% of Base) Recvg	42	42	42	14.9	29.4	52.7	54.9	69.9	91.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	52	52	52	221.6	325.3	440.3	457.7	530.2	775.3
Total Cash Comp – Org Weighted (All)	52	52	N/A	221.6	325.3	440.3	457.7	530.2	775.3

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	9	9	9	--	15.0	15.0	19.7	26.3	--
STI Target (% of Base) Eligible	41	41	41	20.6	30.0	45.0	47.3	60.0	79.0
STI Maximum (% of Base) Eligible	34	34	34	35.0	60.0	80.0	83.3	102.5	141.5
Target Total Cash Compensation	44	44	44	267.3	327.3	422.9	462.7	556.4	714.8

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	42	42	42	4.5	6.0	10.3	13.8	22.8	27.0
Total LTI (\$ Amount) – Recvg	36	36	36	78.6	179.6	360.7	483.6	612.4	1,202.6
Target Total Direct Comp (\$ Amount) – Recvg	29	29	29	461.5	608.5	906.3	1,068.6	1,320.9	2,150.2
Target Total Direct Comp (\$ Amount) – All	44	44	44	289.5	372.5	655.8	827.4	1,074.1	1,673.0
Total Direct Comp (\$ Amount) – Recvg	36	36	36	449.5	593.0	869.6	1,023.3	1,273.0	1,960.6
Total Direct Comp (\$ Amount) – All	52	52	52	237.7	353.9	626.6	803.7	978.7	1,673.1

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	4	--	--	11.0	15.8	--	--
---	---	---	---	----	----	------	------	----	----

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

Year over Year % Increase (Mean):

1.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	49	49	94
Other Guaranteed Cash	9	9	17
Other Non-Guaranteed Cash	12	12	23
LTI	41	41	79
Overtime	1	1	2

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	13	13	309.0
Midpoint	15	15	325.4
Maximum	13	13	473.7
Compa-ratio	15	15	101.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	9	9	1991
Year of Birth	49	49	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	49	49	14

2015

CA MTCS for the Energy Sector

Scope Analysis

115.000.120 Top Legal Executive - 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	18	18	18	299.8	326.9	334.9	395.5	382.1	449.4	469.5	538.5	621.2	872.2	953.2	1,186.6
Fully Integrated	4	4	4	--	432.5	390.5	--	--	643.3	577.4	--	--	1,488.4	1,426.3	--
Exploration & Production	14	14	14	299.8	323.0	319.0	334.8	382.1	444.9	438.7	483.2	621.2	835.8	818.0	955.9
Services and Drilling	8	8	8	202.6	222.5	227.3	248.0	204.6	237.9	332.1	456.8	228.0	415.9	460.5	604.5
Services and Equipment	7	7	7	212.0	225.0	231.3	250.7	220.0	250.7	351.0	480.0	231.2	524.3	497.8	610.2
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	11	11	11	237.3	248.4	288.3	350.0	282.9	359.4	394.9	453.7	282.9	415.0	498.1	523.1
Public Sector (Regulatory Agencies, Government)	3	3	3	--	--	239.1	--	--	--	289.8	--	--	--	291.2	--
Pipeline/Midstream	7	7	7	300.0	300.1	356.4	450.0	499.8	500.0	598.8	828.0	857.0	872.4	1,061.6	1,608.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	5	5	277.5	320.0	386.2	528.0	360.7	625.0	658.0	971.7	378.5	1,272.8	1,433.2	2,568.1
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	42	42	42	250.4	300.0	310.7	330.6	333.0	446.6	469.2	536.0	442.6	759.3	840.6	1,011.0
Calgary	40	40	40	254.3	300.0	312.1	331.7	329.4	446.6	470.1	540.7	434.3	811.7	853.1	1,039.0
Edmonton	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	3	3	3	--	--	301.9	--	--	--	392.3	--	--	--	611.5	--
Eastern Canada	5	5	5	209.2	253.0	274.3	350.0	236.6	350.0	327.3	406.6	236.6	350.0	330.9	415.7
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	3	3	--	--	277.7	--	--	--	320.8	--	--	--	322.8	--
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

115.000.120 Top Legal Executive - 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	52	52	52	2.0	248.1	300.0	310.8	339.8	325.3	440.3	457.7	530.2	353.9	626.6	803.7	978.7
Under \$100 Million	4	4	4	--	--	245.5	243.7	--	--	275.6	297.1	--	--	280.8	301.8	--
\$100 < \$500 Million	9	9	9	--	230.0	300.0	278.4	319.4	326.3	375.5	438.9	516.4	371.9	556.1	798.8	913.1
\$500 < \$1 Billion	7	7	7	--	212.0	253.0	260.8	320.0	253.0	387.0	360.3	441.0	253.0	523.1	477.1	712.5
\$1 < \$3 Billion	17	17	17	2.3	248.2	300.0	299.2	336.2	275.9	453.7	444.6	543.4	385.6	802.2	756.7	1,105.4
\$3 < \$5 Billion	5	5	5	--	233.7	290.0	300.3	372.0	337.5	359.4	396.6	474.2	357.7	415.0	574.8	871.8
\$5 Billion and Over	10	10	10	14.5	324.2	432.5	426.6	471.5	436.5	643.3	660.1	840.1	798.5	1,442.2	1,431.7	1,933.7
Barrel of Oil Equivalent/Day																
All	21	21	21	94,557	300.0	325.0	340.5	397.0	405.8	458.7	507.1	593.6	677.7	894.1	1,049.6	1,274.5
Under 10,000	3	3	3	--	--	--	356.9	--	--	--	528.7	--	--	--	919.7	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	10	10	10	56,093	291.3	320.0	308.1	329.3	365.3	449.4	481.6	538.5	673.4	839.1	994.3	1,186.6
10,000 < 25,000	4	4	4	--	--	320.5	289.9	--	--	408.2	499.0	--	--	807.5	1,154.0	--
25,000 < 100,000	6	6	6	--	291.3	310.0	320.2	355.3	420.2	475.0	470.0	538.5	705.7	839.1	887.9	1,186.6
100,000 and Over	8	8	8	--	329.2	366.1	374.9	433.8	430.3	469.8	530.9	647.9	694.7	973.6	1,167.4	1,594.6
100,000 < 300,000	5	5	5	--	329.4	332.3	374.0	439.5	443.0	481.0	530.7	643.3	768.5	1,053.0	1,113.4	1,488.4
300,000 and Over	3	3	3	--	--	--	376.4	--	--	--	531.3	--	--	--	1,257.5	--
Total Employment																
Less than 75	3	3	3	--	--	--	302.5	--	--	--	559.6	--	--	--	1,274.1	--
75 < 350	8	8	8	--	235.3	302.8	281.0	317.9	250.0	330.5	357.3	472.8	313.2	423.1	551.0	893.6
350 < 1,500	19	19	19	832	248.0	282.0	275.3	320.0	299.7	441.0	404.4	499.9	326.8	712.5	650.7	894.1
1,500 and Over	21	21	21	3,700	249.6	350.0	358.8	439.5	337.5	444.4	528.7	735.9	430.9	642.9	984.5	1,502.9

*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.

115.010.120 Top Legal Executive - Subsidiary/Group/Division**Specialization: All Incumbents**

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defence, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal) Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Subsidiary, Group or 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:

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)	18	19	19	200.0	247.4	303.8	308.2	321.4	459.8
Base Salary – Org Weighted (All)	18	19	N/A	200.0	247.4	303.8	308.2	321.4	459.8
STI Granted (\$ Amount) Recvg	15	16	16	44.5	97.4	139.7	170.8	188.5	392.8
STI Granted (% of Base) Recvg	15	16	16	19.6	34.9	53.6	50.2	58.6	88.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	18	19	19	260.0	314.1	378.2	452.1	486.1	731.6
Total Cash Comp – Org Weighted (All)	18	19	N/A	260.0	314.1	378.2	452.1	486.1	731.6

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	3	3	--	--	--	12.0	--	--
STI Target (% of Base) Eligible	14	15	15	30.0	35.0	40.0	41.2	48.0	60.0
STI Maximum (% of Base) Eligible	12	13	13	55.5	63.0	75.0	81.8	90.0	138.0
Target Total Cash Compensation	15	16	16	258.5	307.1	414.9	444.1	489.8	810.9

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	13	13	13	0.8	5.1	13.5	15.5	24.9	34.9
Total LTI (\$ Amount) – Recvg	11	12	12	89.4	189.4	244.3	341.7	430.4	920.1
Target Total Direct Comp (\$ Amount) – Recvg	11	12	12	428.4	543.1	700.9	790.2	851.5	1,578.3
Target Total Direct Comp (\$ Amount) – All	15	16	16	259.5	423.2	667.2	712.5	851.5	1,397.2
Total Direct Comp (\$ Amount) – Recvg	11	12	12	470.9	544.0	696.2	820.1	899.4	1,655.0
Total Direct Comp (\$ Amount) – All	18	19	19	260.0	314.6	604.3	678.5	871.9	1,419.4

Total Other Guaranteed Cash

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

Year over Year % Increase (Mean):

2.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	17	18	95
Other Guaranteed Cash	4	4	21
Other Non-Guaranteed Cash	6	6	32
LTI	14	15	79
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	9	10	228.2
Midpoint	10	11	279.1
Maximum	9	10	321.9
Compa-ratio	10	11	104.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	6	6	1994
Year of Birth	17	18	1963

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	18	19	0

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

2015

CA MTCS for the Energy Sector

Scope Analysis

115.010.120 Top Legal Executive - Subsidiary/Group/Division

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	9	9	9	301.7	321.4	362.8	407.4	365.4	467.8	568.2	693.6	563.9	702.1	908.6	1,346.6
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	9	9	9	301.7	321.4	362.8	407.4	365.4	467.8	568.2	693.6	563.9	702.1	908.6	1,346.6
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	3	3	--	--	219.6	--	--	--	312.2	--	--	--	405.7	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	4	4	--	292.3	288.6	--	--	369.7	368.3	--	--	497.0	540.6	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	3	3	3	--	--	293.6	--	--	--	348.2	--	--	--	420.4	--
All Alberta	13	13	13	270.3	307.7	334.9	350.3	359.3	435.5	512.4	597.7	485.9	702.1	811.4	1,091.2
Calgary	13	13	13	270.3	307.7	334.9	350.3	359.3	435.5	512.4	597.7	485.9	702.1	811.4	1,091.2
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

115.010.120 Top Legal Executive - Subsidiary/Group/Division

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	16	16	1.9	250.6	302.1	315.6	339.5	331.1	406.9	472.7	526.4	402.0	664.9	729.3	899.4
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	3	3	--	--	--	265.5	--	--	--	337.1	--	--	--	367.3	--
\$1 < \$3 Billion	6	6	6	--	280.8	327.7	329.6	381.2	325.4	506.9	499.5	674.6	540.8	781.1	937.0	1,503.5
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	5	5	--	253.2	315.2	353.6	473.2	381.2	467.8	590.1	860.2	613.0	754.0	832.5	1,091.2
Barrel of Oil Equivalent/Day																
All	9	9	9	--	301.7	321.4	362.8	407.4	365.4	467.8	568.2	693.6	563.9	702.1	908.6	1,346.6
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	6	6	6	--	284.2	307.3	327.3	374.1	350.3	394.2	459.3	587.8	489.2	621.9	797.0	1,093.0
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	4	4	--	--	326.6	352.4	--	--	459.1	500.6	--	--	755.7	913.5	--
100,000 and Over	3	3	3	--	--	--	433.8	--	--	--	785.9	--	--	--	1,131.7	--
100,000 < 300,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	254.4	--	--	--	328.1	--	--	--	393.0	--
350 < 1,500	5	5	5	--	264.7	307.7	307.5	350.3	359.3	378.2	458.4	597.7	417.5	639.5	753.1	1,145.6
1,500 and Over	8	9	9	--	246.3	309.9	333.8	390.6	297.0	467.8	518.5	608.8	395.5	702.1	791.1	1,091.2

*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

115.100.220 Managing Attorney

Specialization: All Incumbents

Responsible for coordinating and supervising a group of lawyers. Typically participates in the most complex legal projects. Provides contracts, policies and related forms to support products of multiple business units. Ensure products and contracts are in compliance with laws. Frequently reports to a Top Legal Executive

Incumbents in the same position:										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										STI	26	65	96	
Base Salary – Inc Weighted (All)	27	30	68	175.2	206.0	223.7	225.9	243.3	279.9	Other Guaranteed Cash	5	9	13	
Base Salary – Org Weighted (All)	27	30	N/A	174.1	207.4	225.0	224.7	245.6	271.8	Other Non-Guaranteed Cash	7	14	21	
STI Granted (\$ Amount) Recvg	25	28	64	45.0	56.8	76.5	81.5	101.0	131.4	LTI	22	60	88	
STI Granted (% of Base) Recvg	25	28	64	20.0	28.9	34.1	34.7	41.2	47.9	Overtime	1	2	3	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	4	--	--	10.4	13.8	--	--					
Total Cash Comp – Inc Weighted (All)	27	30	68	212.4	261.4	291.1	303.4	335.2	405.2	Salary Range	Dist. Orgs	Num Obs	Median	
Total Cash Comp – Org Weighted (All)	27	30	N/A	201.9	256.2	299.5	298.4	343.9	376.6	Minimum	16	55	174.3	
Target Annual Cash Compensation										Midpoint	17	56	205.0	
STI Threshold (% of Base) Eligible	5	*6	9	--	10.0	10.0	11.0	13.8	--	Maximum	16	55	256.3	
STI Target (% of Base) Eligible	23	26	62	20.0	25.0	25.0	27.9	30.0	35.0	Compa-ratio	17	56	106.0	
STI Maximum (% of Base) Eligible	15	18	40	39.1	41.0	50.0	55.4	60.0	101.5	Demographics	Dist. Orgs	Num Obs	Median	
Target Total Cash Compensation	24	27	65	218.8	256.0	279.3	289.7	325.8	382.1	Graduation Year	10	14	1993	
Estimated Total Direct Compensation										Year of Birth	26	67	1966	
Total Perquisite Value (\$ Amount)	18	19	52	2.8	4.6	8.9	11.5	18.0	19.0					
Total LTI (\$ Amount) – Recvg	20	23	58	32.0	63.6	102.6	128.8	169.2	271.3					
Target Total Direct Comp (\$ Amount) – Recvg	19	22	57	293.6	339.6	390.1	436.6	510.1	653.4					
Target Total Direct Comp (\$ Amount) – All	24	27	65	256.2	315.3	386.4	411.4	456.5	643.5					
Total Direct Comp (\$ Amount) – Recvg	20	23	58	300.8	354.8	412.5	454.7	532.2	689.6					
Total Direct Comp (\$ Amount) – All	27	30	68	222.4	314.9	403.0	422.1	469.6	665.7					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	4	--	--	--	--	--	--					

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

115.100.220 Managing Attorney

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	13	25	224.5	244.4	253.1	274.4	288.9	336.3	355.1	413.1	392.5	571.1	548.4	674.3
Fully Integrated	4	4	12	--	269.6	267.7	--	--	388.1	380.3	--	--	663.2	597.7	--
Exploration & Production	9	9	13	212.1	234.9	239.6	254.6	284.6	327.5	331.9	358.3	392.5	469.9	502.8	597.8
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	8	8	13	177.5	203.0	199.8	219.8	223.1	249.1	248.2	271.6	231.3	290.1	278.9	309.7
Public Sector (Regulatory Agencies, Government)	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	*7	26	210.7	220.4	223.2	226.3	282.8	294.9	301.4	323.8	375.9	406.1	410.7	428.1
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	23	24	60	209.1	223.9	228.1	244.8	276.0	294.9	308.5	343.5	342.6	406.6	434.4	494.3
Calgary	22	23	55	210.0	225.0	230.5	250.0	279.2	298.2	313.7	351.3	358.2	410.3	445.2	526.3
Edmonton	3	*3	5	--	--	200.9	--	--	--	251.0	--	--	--	314.7	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	6	6	7	182.4	216.0	214.3	240.0	237.7	259.8	277.0	326.0	298.8	305.0	351.0	335.2
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	5	5	6	181.7	202.8	212.8	247.3	236.4	249.9	268.8	293.8	284.1	303.0	353.7	401.5
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

115.100.220 Managing Attorney

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	27	30	68	2.2	206.0	223.7	225.9	243.3	261.4	291.1	303.4	335.2	314.9	403.0	422.1	469.6
Under \$100 Million	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	*3	6	--	--	--	210.9	--	--	--	264.6	--	--	--	353.9	--
\$1 < \$3 Billion	13	14	17	2.1	182.8	216.4	215.2	226.5	251.5	285.1	293.0	334.2	299.8	358.2	401.6	521.9
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	*9	39	25.1	211.2	225.5	236.8	257.4	280.6	298.3	325.6	365.2	371.7	418.1	469.2	526.3
Barrel of Oil Equivalent/Day																
All	13	13	23	90,779	224.0	234.9	240.3	259.1	279.2	314.0	326.8	366.4	366.9	457.3	507.6	636.0
Under 10,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	6	6	8	--	203.8	230.0	234.4	248.7	281.9	329.8	325.4	347.6	448.9	572.5	549.6	632.4
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	6	8	--	203.8	230.0	234.4	248.7	281.9	329.8	325.4	347.6	448.9	572.5	549.6	632.4
100,000 and Over	6	6	13	260,713	219.1	239.0	246.2	269.6	281.0	314.0	337.4	388.1	342.3	457.3	496.0	663.2
100,000 < 300,000	4	*4	9	--	--	225.4	235.0	--	--	300.6	319.1	--	--	457.3	497.1	--
300,000 and Over	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	253.1	--	--	--	341.6	--	--	--	566.5	--
350 < 1,500	9	9	16	716	169.9	209.5	200.0	221.9	202.3	270.2	258.8	298.0	221.3	295.6	337.4	452.2
1,500 and Over	15	18	49	3,666	210.1	225.4	232.6	251.1	277.4	297.1	315.6	355.8	339.7	406.3	440.9	485.7

*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

115.100.320 Attorney/Solicitor E

Specialization: All Incumbents

As a manager, the incumbent is responsible for the administration of the legal department and for directing the work of other Attorneys/Solicitors. As an advanced specialist, the incumbent provides legal advice and services primarily to senior management in legal matters of substantial importance to the operations of the company. Reviews recommendations with Senior Management on sensitive or high profile issues having potential for significant strategic impact

Incumbents in the same position:

73

(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)	42	42	109	172.0	191.6	212.2	210.0	225.3	245.0
Base Salary – Org Weighted (All)	42	42	N/A	170.8	195.3	207.0	207.8	222.3	236.3
STI Granted (\$ Amount) Recvg	38	38	101	33.9	49.6	61.0	64.0	74.7	97.8
STI Granted (% of Base) Recvg	38	38	101	18.4	24.3	30.0	30.1	34.9	43.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	10	10	23	0.5	3.0	9.6	8.8	12.0	18.9
Total Cash Comp – Inc Weighted (All)	42	42	109	205.3	238.5	270.3	271.1	299.2	340.6
Total Cash Comp – Org Weighted (All)	42	42	N/A	203.4	238.9	268.0	268.2	287.2	340.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	7	7	13	4.0	10.0	11.5	10.8	12.5	15.0
STI Target (% of Base) Eligible	37	37	96	19.4	22.3	25.0	24.7	27.5	30.0
STI Maximum (% of Base) Eligible	27	27	77	31.5	44.0	50.0	50.5	55.0	70.0
Target Total Cash Compensation	39	39	101	208.4	240.4	265.9	262.9	282.6	313.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	27	27	67	4.0	5.6	7.4	8.6	12.1	14.0
Total LTI (\$ Amount) – Recvg	35	35	94	27.0	42.7	78.8	94.0	127.2	189.3
Target Total Direct Comp (\$ Amount) – Recvg	32	32	85	257.9	293.0	348.2	364.9	413.3	489.5
Target Total Direct Comp (\$ Amount) – All	39	39	101	232.5	278.8	343.5	346.0	392.1	480.7
Total Direct Comp (\$ Amount) – Recvg	35	35	94	264.0	304.7	357.2	379.4	435.4	510.4
Total Direct Comp (\$ Amount) – All	42	42	109	232.7	278.4	345.5	357.5	423.4	494.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	8	--	--	--	3.6	--	--
---	---	----	---	----	----	----	-----	----	----

Year over Year % Increase (Mean):

3.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	40	104	95
Other Guaranteed Cash	11	22	20
Other Non-Guaranteed Cash	16	51	47
LTI	35	94	86
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	28	88	175.9
Midpoint	28	89	212.2
Maximum	28	88	247.5
Compa-ratio	28	89	100.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	12	33	1992
Year of Birth	41	108	1966

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	41	105	5

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

2015

CA MTCS for the Energy Sector

Scope Analysis

115.100.320 Attorney/Solicitor 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	21	21	63	206.5	220.9	220.0	233.0	251.0	281.5	285.5	309.4	323.2	395.9	406.1	481.4
Fully Integrated	5	*5	18	194.9	218.9	220.1	255.3	230.9	268.5	273.4	295.2	261.6	434.9	402.0	519.3
Exploration & Production	16	16	45	208.0	220.9	219.9	232.0	263.4	287.9	290.4	317.4	339.7	395.3	407.8	460.0
Services and Drilling	3	*3	5	--	--	189.4	--	--	--	242.4	--	--	--	255.2	--
Services and Equipment	3	*3	5	--	--	189.4	--	--	--	242.4	--	--	--	255.2	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	6	12	166.7	195.4	190.9	210.7	195.1	226.1	232.8	266.1	195.1	261.8	262.3	307.1
Public Sector (Regulatory Agencies, Government)	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	*7	13	196.0	200.6	204.3	209.0	250.7	269.0	273.4	283.6	291.0	308.8	332.5	373.3
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	39	39	99	196.4	213.8	211.3	225.5	241.2	275.6	275.0	301.1	287.2	350.5	366.4	433.2
Calgary	37	37	97	195.7	213.8	211.2	225.3	242.0	275.6	274.7	301.1	290.1	350.5	367.3	434.2
Edmonton	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	*3	5	--	--	203.8	--	--	--	227.2	--	--	--	273.7	--
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

115.100.320 Attorney/Solicitor 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	41	41	107	2.2	191.1	212.2	210.0	225.5	237.9	271.3	271.5	301.0	277.6	349.9	357.7	424.5
Under \$100 Million	4	*4	10	--	--	195.0	190.9	--	--	244.4	237.2	--	--	255.1	243.3	--
\$100 < \$500 Million	6	6	6	--	200.4	217.1	216.6	228.7	224.5	287.0	279.0	318.9	277.9	327.1	334.8	387.0
\$500 < \$1 Billion	3	*3	5	--	--	--	199.9	--	--	--	257.2	--	--	--	407.4	--
\$1 < \$3 Billion	12	*12	28	2.0	191.6	219.4	212.3	228.8	244.9	280.8	281.9	313.2	284.4	379.2	372.0	446.8
\$3 < \$5 Billion	3	*3	8	--	--	--	223.6	--	--	--	271.7	--	--	--	339.3	--
\$5 Billion and Over	13	13	50	16.0	189.0	210.6	210.7	226.7	238.9	273.0	273.0	293.8	298.9	357.9	373.4	435.4
Barrel of Oil Equivalent/Day																
All	20	20	61	97,600	206.8	220.3	218.3	232.3	254.1	281.2	283.1	308.8	325.1	395.3	403.0	474.0
Under 10,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	9	*9	24	70,400	210.6	221.9	223.1	232.2	268.5	283.8	291.5	308.9	341.3	387.0	415.4	470.4
10,000 < 25,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	7	*7	21	71,186	215.1	223.6	226.1	240.6	275.6	288.9	295.7	314.3	346.8	387.8	401.0	469.4
100,000 and Over	9	9	34	310,000	199.0	217.8	215.0	233.4	238.3	279.1	278.0	310.7	317.4	403.1	404.3	488.9
100,000 < 300,000	4	*4	10	--	--	216.5	203.2	--	--	277.2	282.2	--	--	313.3	372.5	--
300,000 and Over	5	5	24	478,500	204.0	217.8	220.0	232.8	253.9	279.1	276.2	305.5	349.4	416.6	417.5	488.2
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	9	9	13	240	195.7	210.5	206.0	215.7	231.6	257.2	261.0	283.4	263.7	293.0	345.2	352.0
350 < 1,500	11	11	20	631	207.1	215.9	215.6	226.9	259.4	280.8	281.2	303.9	305.9	351.6	376.9	456.6
1,500 and Over	22	22	76	3,373	185.3	210.6	209.2	226.7	235.7	269.7	270.2	301.1	278.0	350.6	354.4	427.4

*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

115.100.320 Attorney/Solicitor E**Specialization: Commercial/Corporate**

As a manager, the incumbent is responsible for the administration of the legal department and for directing the work of other Attorneys/Solicitors. As an advanced specialist, the incumbent provides legal advice and services primarily to senior management in legal matters of substantial importance to the operations of the company. Reviews recommendations with Senior Management on sensitive or high profile issues having potential for significant strategic impact.

Incumbents in the same position:

27

(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	16	32	167.1	185.3	210.0	206.2	222.4	237.2
Base Salary – Org Weighted (All)	16	16	N/A	168.4	196.1	211.8	210.8	220.8	251.1
STI Granted (\$ Amount) Recvg	15	15	31	26.4	43.5	67.7	66.5	83.8	110.3
STI Granted (% of Base) Recvg	15	15	31	12.9	24.8	30.9	31.3	38.8	49.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	9	--	--	--	8.7	--	--
Total Cash Comp – Inc Weighted (All)	16	16	32	200.3	230.1	278.1	273.0	308.6	338.5
Total Cash Comp – Org Weighted (All)	16	16	N/A	191.7	245.6	281.3	282.6	307.2	379.9

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	*5	8	--	5.5	10.0	10.1	14.4	--
STI Target (% of Base) Eligible	14	14	26	16.4	21.0	25.0	24.4	27.5	30.0
STI Maximum (% of Base) Eligible	11	11	22	16.5	40.0	50.0	46.7	55.0	58.5
Target Total Cash Compensation	14	14	26	185.3	233.0	273.9	263.7	284.8	310.7

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	12	12	23	3.3	5.8	7.1	8.5	9.0	19.6
Total LTI (\$ Amount) – Recvg	15	15	30	21.2	35.5	85.3	103.7	142.3	190.4
Target Total Direct Comp (\$ Amount) – Recvg	13	13	24	252.4	301.0	354.8	366.7	397.3	472.1
Target Total Direct Comp (\$ Amount) – All	14	14	26	210.5	277.7	349.2	352.1	392.1	456.4
Total Direct Comp (\$ Amount) – Recvg	15	15	30	261.1	309.8	386.0	389.9	433.7	492.2
Total Direct Comp (\$ Amount) – All	16	16	32	243.0	305.5	373.4	376.3	431.0	487.6

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):

2.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	16	32	100
Other Guaranteed Cash	4	6	19
Other Non-Guaranteed Cash	7	15	47
LTI	15	30	94
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	7	19	175.9
Midpoint	7	19	219.8
Maximum	7	19	263.8
Compa-ratio	7	19	97.3

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*3	8	--
Year of Birth	16	32	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	16	32	6

2015

CA MTCS for the Energy Sector

115.100.320 Attorney/Solicitor E

Specialization: Regulatory

As a manager, the incumbent is responsible for the administration of the legal department and for directing the work of other Attorneys/Solicitors. As an advanced specialist, the incumbent provides legal advice and services primarily to senior management in legal matters of substantial importance to the operations of the company. Reviews recommendations with Senior Management on sensitive or high profile issues having potential for significant strategic impact.

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)	4	*4	9	--	--	209.0	197.5	--	--
Base Salary – Org Weighted (All)	4	*4	N/A	--	--	202.0	188.5	--	--
STI Granted (\$ Amount) Recvg	3	*3	8	--	--	--	44.6	--	--
STI Granted (% of Base) Recvg	3	*3	8	--	--	--	21.8	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	4	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	4	*4	9	--	--	259.8	243.6	--	--
Total Cash Comp – Org Weighted (All)	4	*4	N/A	--	--	253.0	233.3	--	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	3	*3	8	--	--	--	17.8	--	--
STI Maximum (% of Base) Eligible	3	*3	8	--	--	--	35.0	--	--
Target Total Cash Compensation	4	*4	9	--	--	250.7	236.2	--	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	2	*2	7	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	2	*2	4	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	4	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	4	*4	9	--	--	258.5	256.2	--	--
Total Direct Comp (\$ Amount) – Recvg	2	*2	4	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	4	*4	9	--	--	270.9	263.7	--	--

Total Other Guaranteed Cash

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

Year over Year % Increase (Mean):

7.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	3	8	89
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	3	8	89
LTI	2	4	44
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*3	8	--
Midpoint	*3	8	--
Maximum	*3	8	--
Compa-ratio	3	8	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	*4	9	1965

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	5	0

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

115.100.330 Attorney/Solicitor D**Specialization:** All Incumbents

This level provides legal advice and services primarily to management on legal problems of a difficult and complex nature, including emphasis on establishing policies that minimize legal risk. As a supervisor, may provide training and orientation, and coordinate the work of junior legal staff, paralegal and administrative staff. Applies independent judgment in determining courses of action required to perform assignments. Makes recommendations on all matters including policies and complex legal problems.

Incumbents in the same position:

129

(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)	58	63	184	136.7	163.9	180.6	177.7	194.6	206.9
Base Salary – Org Weighted (All)	58	63	N/A	140.1	155.0	179.5	173.6	189.1	198.9
STI Granted (\$ Amount) Recvg	54	59	156	17.5	30.5	44.6	46.8	56.0	73.5
STI Granted (% of Base) Recvg	54	59	156	9.9	18.9	25.2	25.3	30.1	39.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	9	9	27	0.3	2.0	5.1	7.1	13.5	15.6
Total Cash Comp – Inc Weighted (All)	58	63	184	151.9	191.2	219.2	218.5	241.4	271.6
Total Cash Comp – Org Weighted (All)	58	63	N/A	154.9	185.1	213.6	212.8	235.0	263.7

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	11	14	24	4.0	5.6	10.0	9.3	10.0	15.0
STI Target (% of Base) Eligible	46	51	150	15.0	20.0	20.0	21.0	25.0	30.0
STI Maximum (% of Base) Eligible	39	44	125	20.0	40.0	40.0	42.8	50.0	60.0
Target Total Cash Compensation	49	54	173	160.2	192.1	213.1	212.0	234.3	254.7

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	30	32	90	1.0	2.0	4.6	5.0	6.5	9.0
Total LTI (\$ Amount) – Recvg	43	46	131	13.8	29.7	44.2	53.6	60.0	104.6
Target Total Direct Comp (\$ Amount) – Recvg	35	38	119	216.1	244.6	264.3	280.7	298.2	385.9
Target Total Direct Comp (\$ Amount) – All	49	54	173	163.4	199.6	251.6	252.0	282.0	348.3
Total Direct Comp (\$ Amount) – Recvg	43	46	131	219.6	248.4	273.2	289.3	305.5	397.2
Total Direct Comp (\$ Amount) – All	58	63	184	152.7	201.2	256.6	259.1	291.6	356.8

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	7	*7	24	2.1	3.2	5.3	4.7	6.3	6.3
---	---	----	----	-----	-----	-----	-----	-----	-----

Year over Year % Increase (Mean):

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	55	161	88
Other Guaranteed Cash	13	35	19
Other Non-Guaranteed Cash	16	45	24
LTI	45	139	76
Overtime	3	13	7

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	34	138	148.4
Midpoint	35	144	184.6
Maximum	34	138	216.8
Compa-ratio	35	144	100.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	15	37	1999
Year of Birth	56	181	1972

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	56	179	15

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

2015

CA MTCS for the Energy Sector

Scope Analysis

115.100.330 Attorney/Solicitor 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	26	26	81	177.1	190.2	188.0	199.2	194.6	225.3	231.5	255.1	218.4	271.2	288.6	337.2
Fully Integrated	6	6	38	175.8	192.4	189.6	209.2	192.7	225.6	240.1	279.5	192.7	302.7	316.1	417.5
Exploration & Production	20	20	43	177.2	189.9	186.6	197.3	196.0	225.3	223.9	239.6	235.7	265.4	264.3	285.9
Services and Drilling	5	5	5	150.6	160.0	166.8	186.4	179.7	194.4	219.3	271.3	210.7	231.9	260.0	323.4
Services and Equipment	5	5	5	150.6	160.0	166.8	186.4	179.7	194.4	219.3	271.3	210.7	231.9	260.0	323.4
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	13	15	29	142.2	161.0	160.4	178.8	155.4	198.0	194.2	219.8	155.4	210.2	204.3	242.3
Public Sector (Regulatory Agencies, Government)	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	9	*10	48	175.5	181.3	183.9	190.4	218.9	229.6	233.1	246.6	262.9	277.0	279.2	296.7
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	51	52	153	167.9	181.3	178.9	192.5	194.7	222.0	219.9	241.2	215.6	262.7	261.4	289.2
Calgary	48	49	141	169.8	182.0	179.2	192.5	194.1	221.5	219.7	241.2	215.6	262.2	262.2	290.8
Edmonton	3	*3	11	--	--	170.9	--	--	--	218.6	--	--	--	252.5	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	10	12	25	141.1	174.4	175.6	200.3	161.5	204.5	218.5	260.0	161.5	224.8	259.2	329.3
Atlantic Canada	3	*5	8	150.8	194.4	177.8	201.1	160.2	194.5	201.4	236.9	160.2	194.5	217.9	289.8
Ontario	8	8	15	139.6	163.7	169.3	197.8	159.6	204.5	215.0	258.8	159.6	224.8	254.7	316.1
Québec	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--

*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

115.100.330 Attorney/Solicitor 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	58	63	184	2.0	163.9	180.6	177.7	194.6	191.2	219.2	218.5	241.4	201.2	256.6	259.1	291.6
Under \$100 Million	3	*3	13	--	--	--	141.0	--	--	--	158.4	--	--	--	161.0	--
\$100 < \$500 Million	8	8	15	0.3	186.0	191.1	188.0	198.4	191.1	199.1	215.3	237.5	191.1	236.8	245.3	296.9
\$500 < \$1 Billion	8	8	15	0.9	141.9	170.6	164.5	181.1	163.4	198.0	191.9	222.0	163.4	199.0	200.3	224.1
\$1 < \$3 Billion	19	22	35	2.0	148.0	175.5	167.9	186.8	172.0	204.8	208.9	235.0	210.2	241.3	243.0	278.9
\$3 < \$5 Billion	4	*4	8	--	--	182.9	172.9	--	--	222.4	212.1	--	--	256.4	242.8	--
\$5 Billion and Over	16	18	98	13.1	173.4	184.9	186.9	200.0	204.4	228.8	234.9	255.7	244.9	273.4	290.2	314.4
Barrel of Oil Equivalent/Day																
All	25	25	75	103,130	177.1	189.9	185.7	197.8	195.5	224.6	221.7	248.3	217.6	269.2	275.9	319.2
Under 10,000	3	*3	11	--	--	--	197.2	--	--	--	243.2	--	--	--	284.4	--
Under 5,000	2	*2	10	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	10	10	14	69,716	174.7	188.5	182.1	191.6	195.1	220.5	213.6	234.1	217.4	255.0	255.7	277.4
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	8	8	12	71,700	167.3	187.0	180.2	189.8	194.2	220.5	213.5	236.1	216.8	255.0	257.0	283.0
100,000 and Over	12	12	50	284,413	174.6	189.0	184.2	197.5	191.9	219.1	219.2	249.7	199.0	267.3	279.7	343.4
100,000 < 300,000	7	7	17	236,600	137.4	175.0	167.0	186.3	168.7	195.6	200.4	228.2	184.8	231.1	236.3	279.8
300,000 and Over	5	5	33	478,500	183.3	195.9	193.1	200.1	198.0	230.7	228.8	257.0	248.3	273.1	302.1	384.5
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	8	8	12	227	182.3	191.4	185.4	197.8	196.8	228.2	222.8	244.4	229.1	285.3	270.5	304.9
350 < 1,500	23	23	52	832	139.2	175.0	164.3	187.6	147.7	191.5	191.0	224.6	148.8	206.3	209.0	256.9
1,500 and Over	27	32	120	3,610	169.8	183.3	182.8	197.4	202.0	225.4	229.9	253.8	235.0	268.9	279.6	299.5

*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.

115.100.330 Attorney/Solicitor D**Specialization: Commercial/Corporate**

This level provides legal advice and services primarily to management on legal problems of a difficult and complex nature, including emphasis on establishing policies that minimize legal risk. As a supervisor, may provide training and orientation, and coordinate the work of junior legal staff, paralegal and administrative staff. Applies independent judgment in determining courses of action required to perform assignments. Makes recommendations on all matters including policies and complex legal problems

Incumbents in the same position:	25									Year over Year % Increase (Mean):			1.6%
(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)	20	20	39	141.9	162.6	187.0	179.8	197.3	209.6	STI	20	39	100
Base Salary – Org Weighted (All)	20	20	N/A	138.8	154.2	183.6	174.5	188.8	200.4	Other Guaranteed Cash	4	10	26
STI Granted (\$ Amount) Recvg	20	20	37	7.8	25.5	43.6	46.8	64.9	80.0	Other Non-Guaranteed Cash	8	12	31
STI Granted (% of Base) Recvg	20	20	37	5.2	16.7	23.3	24.7	34.1	41.2	LTI	17	31	79
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	5	--	--	--	2.5	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	20	20	39	148.0	190.0	235.0	224.5	259.5	281.5				
Total Cash Comp – Org Weighted (All)	20	20	N/A	145.4	185.9	219.1	217.1	253.4	264.0				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	6	6	11	4.0	4.0	8.0	8.5	10.0	18.0	Minimum	8	20	151.9
STI Target (% of Base) Eligible	17	17	34	8.0	20.0	20.0	20.0	22.0	30.0	Midpoint	8	20	189.8
STI Maximum (% of Base) Eligible	14	14	31	14.0	31.5	40.0	42.4	44.0	84.8	Maximum	8	20	226.3
Target Total Cash Compensation	17	17	34	161.5	190.5	227.1	218.0	245.8	262.2	Compa-ratio	8	20	97.8
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	12	12	22	2.2	4.0	4.6	5.5	6.3	7.4	Graduation Year	*7	15	2000
Total LTI (\$ Amount) – Recvg	16	16	30	9.0	18.2	55.4	49.9	75.9	97.2	Year of Birth	20	39	1972
Target Total Direct Comp (\$ Amount) – Recvg	13	13	25	222.3	243.1	279.0	283.5	307.6	367.1				
Target Total Direct Comp (\$ Amount) – All	17	17	34	161.5	209.9	253.4	253.9	297.5	345.4				
Total Direct Comp (\$ Amount) – Recvg	16	16	30	221.3	250.5	290.6	295.6	342.5	369.4		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – All	20	20	39	148.0	219.3	273.1	266.0	303.1	358.9	Hired since 2014	19	38	11
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	5	--	--	--	--	--	--				

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

115.100.330 Attorney/Solicitor D**Specialization: Litigation**

This level provides legal advice and services primarily to management on legal problems of a difficult and complex nature, including emphasis on establishing policies that minimize legal risk. As a supervisor, may provide training and orientation, and coordinate the work of junior legal staff, paralegal and administrative staff. Applies independent judgment in determining courses of action required to perform assignments. Makes recommendations on all matters including policies and complex legal problems.

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	--	--	--	186.4	--	--
Base Salary – Org Weighted (All)	3	3	N/A	--	--	--	186.4	--	--
STI Granted (\$ Amount) Recvg	3	3	3	--	--	--	68.5	--	--
STI Granted (% of Base) Recvg	3	3	3	--	--	--	33.3	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	3	3	3	--	--	--	256.4	--	--
Total Cash Comp – Org Weighted (All)	3	3	N/A	--	--	--	256.4	--	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	3	3	3	--	--	--	22.3	--	--
STI Maximum (% of Base) Eligible	3	3	3	--	--	--	52.2	--	--
Target Total Cash Compensation	3	3	3	--	--	--	232.3	--	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	3	3	3	--	--	--	3.8	--	--
Total LTI (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	3	3	3	--	--	--	271.4	--	--
Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	3	3	3	--	--	--	295.6	--	--

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):

--%

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	Dist. Orgs	Num Obs	Median
Minimum	3	3	--
Midpoint	3	3	--
Maximum	3	3	--
Compa-ratio	3	3	--

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	33

2015

CA MTCS for the Energy Sector

115.100.330 Attorney/Solicitor D**Specialization: Regulatory**

This level provides legal advice and services primarily to management on legal problems of a difficult and complex nature, including emphasis on establishing policies that minimize legal risk. As a supervisor, may provide training and orientation, and coordinate the work of junior legal staff, paralegal and administrative staff. Applies independent judgment in determining courses of action required to perform assignments. Makes recommendations on all matters including policies and complex legal problems

Incumbents in the same position:	20									Year over Year % Increase (Mean):			1.8%
(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)	8	*8	26	127.2	127.2	157.3	155.7	181.3	192.3	STI	6	12	46
Base Salary – Org Weighted (All)	8	*8	N/A	--	143.1	171.6	166.7	191.4	--	Other Guaranteed Cash	1	10	38
STI Granted (\$ Amount) Recvg	6	6	12	11.7	18.2	42.3	37.1	48.0	72.8	Other Non-Guaranteed Cash	2	14	54
STI Granted (% of Base) Recvg	6	6	12	7.6	10.3	26.4	21.4	28.4	37.4	LTI	3	6	23
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	12	--	--	--	--	--	--	Overtime	1	10	38
Total Cash Comp – Inc Weighted (All)	8	*8	26	138.6	140.7	183.9	178.0	208.7	229.3				
Total Cash Comp – Org Weighted (All)	8	*8	N/A	--	158.9	191.9	200.0	245.7	--				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--	Minimum	*7	25	128.0
STI Target (% of Base) Eligible	6	6	12	10.0	10.0	20.0	16.5	20.0	21.7	Midpoint	*7	25	160.0
STI Maximum (% of Base) Eligible	6	*6	11	15.0	15.0	40.0	31.9	40.0	43.2	Maximum	*7	25	192.0
Target Total Cash Compensation	8	*8	26	138.6	140.7	178.0	173.9	198.0	217.9	Compa-ratio	7	25	109.8
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	4	*4	10	--	--	2.3	2.7	--	--	Graduation Year	*1	1	--
Total LTI (\$ Amount) – Recvg	3	*3	6	--	--	--	43.1	--	--	Year of Birth	*8	26	1971
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	6	--	--	--	250.2	--	--				
Target Total Direct Comp (\$ Amount) – All	8	*8	26	138.6	140.7	184.1	184.9	218.7	264.1				
Total Direct Comp (\$ Amount) – Recvg	3	*3	6	--	--	--	262.4	--	--				
Total Direct Comp (\$ Amount) – All	8	*8	26	138.6	140.7	184.6	189.0	223.3	279.1				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	10	--	--	--	--	--	--	Hired since 2014	7	22	14

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

115.100.340 Attorney/Solicitor C**Specialization: All Incumbents**

Responsible for providing management and employees with advice on a broad range of moderately complex conflicting legal principles. The applicable laws and regulations are numerous and varied, and present difficult problems of interpretation. Applies independent judgment in recommending a course of action for a client department, providing input as to the ramifications of a course of action, a legal decision, or a new piece of legislation. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction with a minimum of 8 years' related experience.

Incumbents in the same position:	74									Year over Year % Increase (Mean):	3.2%		
(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)	45	48	141	116.6	129.9	152.0	148.9	164.6	176.6	STI	41	123	87
Base Salary – Org Weighted (All)	45	48	N/A	122.7	129.6	152.0	151.7	167.3	177.5	Other Guaranteed Cash	7	17	12
STI Granted (\$ Amount) Recvg	36	39	112	8.5	17.6	29.0	30.0	38.4	54.0	Other Non-Guaranteed Cash	12	52	37
STI Granted (% of Base) Recvg	36	39	112	6.2	12.0	19.5	19.3	24.0	34.2	LTI	26	81	57
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	7	16	2.1	2.2	6.3	6.6	10.4	12.0	Overtime	5	16	11
Total Cash Comp – Inc Weighted (All)	45	48	141	122.9	146.0	172.3	173.5	197.7	221.6				
Total Cash Comp – Org Weighted (All)	45	48	N/A	131.2	147.7	175.5	174.0	195.8	223.4				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	7	*8	21	4.0	5.0	10.0	8.1	10.0	10.4	Minimum	27	110	125.2
STI Target (% of Base) Eligible	33	36	106	10.0	15.0	20.0	17.7	20.0	25.0	Midpoint	28	111	155.2
STI Maximum (% of Base) Eligible	26	29	88	15.0	24.0	35.0	35.9	44.0	54.3	Maximum	27	110	186.4
Target Total Cash Compensation	38	41	124	124.9	145.0	178.1	173.8	195.4	216.9	Compa-ratio	28	111	101.0
Estimated Total Direct Compensation													
Total Perquisite Value (\$ Amount)	22	23	44	0.3	0.4	0.5	2.1	3.3	6.6	Demographics	Dist. Orgs	Num Obs	Median
Total LTI (\$ Amount) – Recvg	24	26	72	13.1	17.4	33.5	41.5	66.3	81.7	Graduation Year	13	27	2002
Target Total Direct Comp (\$ Amount) – Recvg	20	22	64	179.5	197.5	226.5	229.1	259.2	280.9	Year of Birth	43	138	1977
Target Total Direct Comp (\$ Amount) – All	38	41	124	124.9	147.9	195.1	195.4	231.3	265.6				
Total Direct Comp (\$ Amount) – Recvg	24	26	72	175.5	192.3	219.4	231.6	264.6	287.9		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – All	45	48	141	122.9	148.4	188.0	195.3	232.3	269.3	Hired since 2014	43	133	20
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	12	--	--	5.3	4.8	--	--				

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

2015

CA MTCS for the Energy Sector

Scope Analysis

115.100.340 Attorney/Solicitor 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	17	17	55	153.8	161.2	162.6	172.5	176.6	196.0	198.3	216.7	198.7	245.5	240.9	269.7
Fully Integrated	3	*3	26	--	--	163.2	--	--	--	211.5	--	--	--	264.2	--
Exploration & Production	14	14	29	150.2	165.4	162.0	170.6	165.8	188.7	186.4	211.0	183.9	211.3	219.9	238.1
Services and Drilling	6	6	9	129.9	135.0	141.8	155.0	134.7	162.3	164.8	190.1	150.2	163.8	182.4	214.1
Services and Equipment	5	5	7	129.8	135.0	140.9	150.0	130.0	155.3	155.9	182.9	139.3	161.3	166.8	198.9
Drilling	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	8	9	31	120.4	126.7	134.8	153.2	125.0	146.2	152.1	168.6	125.0	147.4	153.6	175.3
Public Sector (Regulatory Agencies, Government)	3	*3	17	--	--	128.7	--	--	--	133.1	--	--	--	133.1	--
Pipeline/Midstream	9	*10	24	141.8	151.0	151.2	157.4	166.6	173.0	177.8	188.1	186.3	195.6	200.3	217.3
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	5	--	--	156.0	--	--	--	164.6	--	--	--	164.7	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	4	4	4	--	134.0	143.3	--	--	152.7	156.3	--	--	152.7	156.3	--
All Alberta	37	38	117	139.5	155.1	152.9	166.1	160.1	181.5	180.5	200.4	169.1	198.9	206.7	249.8
Calgary	36	37	113	140.0	155.7	153.3	166.5	160.1	183.8	181.1	202.0	169.1	203.4	207.6	251.1
Edmonton	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	5	6	12	121.0	124.3	131.9	156.4	127.6	147.0	143.9	159.5	127.6	147.0	145.6	163.0
Atlantic Canada	2	*3	6	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	6	--	--	136.7	--	--	--	143.1	--	--	--	146.2	--
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.

115.100.340 Attorney/Solicitor C

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	43	46	139	2.2	129.8	152.0	148.2	164.4	146.2	172.3	173.2	197.4	149.4	188.0	195.4	230.8
Under \$100 Million	4	*4	15	--	--	116.1	125.8	--	--	125.2	135.7	--	--	125.2	136.3	--
\$100 < \$500 Million	7	*7	11	0.2	150.0	161.2	160.6	173.1	155.3	171.3	169.0	180.9	161.2	173.1	199.0	211.3
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	17	18	39	2.1	120.4	129.8	136.2	158.3	130.0	147.1	156.9	187.0	134.7	149.4	173.8	213.1
\$3 < \$5 Billion	3	*3	13	--	--	--	153.6	--	--	--	174.6	--	--	--	177.2	--
\$5 Billion and Over	11	13	60	10.2	147.7	157.5	157.8	166.8	170.6	193.3	193.4	211.0	187.3	220.8	227.6	262.9
Barrel of Oil Equivalent/Day																
All	17	17	48	96,079	152.5	160.1	160.9	167.6	172.3	193.9	190.4	205.8	193.9	244.0	237.4	267.4
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	8	*8	12	73,985	157.3	166.1	167.3	168.5	176.8	193.5	194.9	217.3	200.8	236.2	254.7	272.3
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	7	*7	11	77,569	157.0	166.1	167.3	168.8	176.6	192.5	192.5	205.9	198.7	242.5	257.1	273.9
100,000 and Over	7	*7	34	335,000	151.5	158.5	158.1	165.0	170.5	194.7	188.6	206.1	179.5	245.5	230.9	267.8
100,000 < 300,000	3	*3	5	--	--	--	148.8	--	--	--	166.1	--	--	--	169.4	--
300,000 and Over	4	*4	29	--	--	159.0	159.7	--	--	196.0	192.4	--	--	257.7	241.6	--
Total Employment																
Less than 75	3	3	3	--	--	--	152.9	--	--	--	175.1	--	--	--	188.8	--
75 < 350	7	7	10	166	131.0	151.0	155.1	173.9	145.2	166.8	167.6	194.3	145.2	179.2	200.3	215.3
350 < 1,500	9	9	27	521	116.1	124.7	134.9	161.2	119.4	134.7	146.3	173.1	119.4	134.7	158.7	173.1
1,500 and Over	24	27	99	3,950	139.3	153.8	151.1	164.4	159.0	180.0	180.8	200.3	169.6	196.6	204.8	245.5

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**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

115.100.340 Attorney/Solicitor C**Specialization: Commercial/Corporate**

Responsible for providing management and employees with advice on a broad range of moderately complex conflicting legal principles. The applicable laws and regulations are numerous and varied, and present difficult problems of interpretation. Applies independent judgment in recommending a course of action for a client department, providing input as to the ramifications of a course of action, a legal decision, or a new piece of legislation. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction with a minimum of 8 years' related experience.

Incumbents in the same position:	24									Year over Year % Increase (Mean):	4.0%		
(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)	19	19	45	116.7	132.2	151.4	150.7	167.2	184.3	STI	19	44	98
Base Salary – Org Weighted (All)	19	19	N/A	123.1	131.7	152.0	153.6	167.5	190.5	Other Guaranteed Cash	4	6	13
STI Granted (\$ Amount) Recvg	15	15	39	5.6	9.2	25.0	22.7	31.3	37.0	Other Non-Guaranteed Cash	4	8	18
STI Granted (% of Base) Recvg	15	15	39	4.5	6.3	15.4	14.5	20.0	23.4	LTI	10	21	47
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	6	--	--	--	3.9	--	--	Overtime	1	1	2
Total Cash Comp – Inc Weighted (All)	19	19	45	121.4	143.9	170.7	170.8	195.4	218.6				
Total Cash Comp – Org Weighted (All)	19	19	N/A	128.5	140.0	179.8	172.4	195.7	221.1				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	4	*4	13	--	--	10.0	9.0	--	--	Minimum	10	29	131.2
STI Target (% of Base) Eligible	15	15	36	7.5	12.8	20.0	17.3	20.0	20.0	Midpoint	10	29	159.3
STI Maximum (% of Base) Eligible	11	11	31	8.4	24.0	30.0	28.0	36.0	40.0	Maximum	10	29	186.4
Target Total Cash Compensation	15	15	37	122.3	141.5	183.8	176.8	202.2	223.5	Compa-ratio	10	29	99.0
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	8	8	13	0.4	0.5	1.5	3.0	6.2	6.9	Graduation Year	8	18	2002
Total LTI (\$ Amount) – Recvg	10	10	21	3.2	12.0	21.6	35.8	34.5	94.7	Year of Birth	19	45	1977
Target Total Direct Comp (\$ Amount) – Recvg	8	8	15	174.4	205.1	220.7	226.8	243.7	303.1				
Target Total Direct Comp (\$ Amount) – All	15	15	37	122.3	143.2	188.0	189.7	223.9	243.7		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	10	10	21	170.4	178.3	206.6	222.4	238.1	316.6	Hired since 2014	19	45	27
Total Direct Comp (\$ Amount) – All	19	19	45	121.4	145.4	183.8	188.4	216.0	245.5				
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

2015

CA MTCS for the Energy Sector

115.100.340 Attorney/Solicitor C**Specialization: Regulatory**

Responsible for providing management and employees with advice on a broad range of moderately complex conflicting legal principles. The applicable laws and regulations are numerous and varied, and present difficult problems of interpretation. Applies independent judgment in recommending a course of action for a client department, providing input as to the ramifications of a course of action, a legal decision, or a new piece of legislation. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction with a minimum of 8 years' related experience.

Incumbents in the same position:	12									Year over Year % Increase (Mean):	3.9%		
(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)	4	*4	18	--	--	121.9	129.0	--	--	STI	2	4	22
Base Salary – Org Weighted (All)	4	*4	N/A	--	--	131.5	133.7	--	--	Other Guaranteed Cash	1	9	50
STI Granted (\$ Amount) Recvg	2	*2	4	--	--	--	--	--	--	Other Non-Guaranteed Cash	2	12	67
STI Granted (% of Base) Recvg	2	*2	4	--	--	--	--	--	--	LTI	0	0	0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	4	--	--	--	--	--	--	Overtime	2	12	67
Total Cash Comp – Inc Weighted (All)	4	*4	18	--	--	125.9	133.8	--	--				
Total Cash Comp – Org Weighted (All)	4	*4	N/A	--	--	143.3	140.7	--	--				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--	Minimum	*4	18	99.8
STI Target (% of Base) Eligible	2	*2	4	--	--	--	--	--	--	Midpoint	*4	18	117.9
STI Maximum (% of Base) Eligible	2	*2	4	--	--	--	--	--	--	Maximum	*4	18	135.6
Target Total Cash Compensation	4	*4	18	--	--	125.9	134.3	--	--	Compa-ratio	4	18	102.9
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--	Graduation Year	0	0	--
Total LTI (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--	Year of Birth	*4	18	1976
Target Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All	4	*4	18	--	--	125.9	134.3	--	--				
Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	4	*4	18	--	--	125.9	133.8	--	--				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	9	--	--	--	--	--	--	Hired since 2014	2	10	--

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

CA MTCS for the Energy Sector

115.100.350 Attorney/Solicitor B

Specialization: All Incumbents

Work assignments are similar to Attorney/Solicitor A, but on a more progressive and complex level. May make recommendations in a wide range of legal matters. Difficult, complex or unusual matters or decisions are resolved through consultation with more senior Attorneys/Solicitors. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction with a minimum of 4 years' related experience.

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)	34	35	78	96.5	118.7	130.1	126.0	137.6	145.6
Base Salary – Org Weighted (All)	34	35	N/A	96.4	113.6	131.1	126.1	140.9	144.2
STI Granted (\$ Amount) Recvg	25	26	53	6.7	13.6	19.1	20.1	25.7	33.7
STI Granted (% of Base) Recvg	25	26	53	5.8	10.4	14.0	14.9	19.3	23.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	3	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	34	35	78	96.5	121.8	147.1	139.8	154.1	175.3
Total Cash Comp – Org Weighted (All)	34	35	N/A	97.3	120.0	145.5	140.1	163.0	180.5

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	5	7	--	6.0	7.5	8.5	7.5	--
STI Target (% of Base) Eligible	23	24	56	10.0	12.5	15.0	14.5	15.0	20.0
STI Maximum (% of Base) Eligible	20	21	46	14.1	23.8	30.0	29.0	30.0	42.0
Target Total Cash Compensation	28	29	67	97.1	131.2	149.5	143.2	161.1	172.8

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	20	21	44	0.4	0.5	0.9	2.1	3.2	5.2
Total LTI (\$ Amount) – Recvg	17	18	40	4.4	10.4	16.3	17.6	22.4	29.7
Target Total Direct Comp (\$ Amount) – Recvg	14	15	35	153.3	158.1	171.9	174.9	183.4	206.8
Target Total Direct Comp (\$ Amount) – All	28	29	67	97.7	131.2	158.1	153.8	176.0	191.2
Total Direct Comp (\$ Amount) – Recvg	17	18	40	154.2	159.5	168.7	174.3	184.3	209.6
Total Direct Comp (\$ Amount) – All	34	35	78	96.5	121.8	156.2	150.0	170.5	192.8

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	8	--	--	4.3	3.7	--	--
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

2.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	29	67	86
Other Guaranteed Cash	6	10	13
Other Non-Guaranteed Cash	12	25	32
LTI	20	45	58
Overtime	4	11	14

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	22	58	107.1
Midpoint	23	60	132.9
Maximum	22	58	158.2
Compa-ratio	23	60	98.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	9	14	2007
Year of Birth	34	78	1982

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	32	73	51

115.100.350 Attorney/Solicitor 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	14	14	21	130.8	136.5	136.8	143.9	140.9	152.6	158.2	177.6	152.0	164.3	173.7	193.5
Fully Integrated	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	12	12	18	131.1	135.8	137.1	143.4	141.8	151.1	156.3	173.2	153.1	164.2	174.2	192.6
Services and Drilling	3	3	3	--	--	113.0	--	--	--	123.1	--	--	--	138.4	--
Services and Equipment	3	3	3	--	--	113.0	--	--	--	123.1	--	--	--	138.4	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	5	12	98.8	104.9	111.0	127.7	99.3	106.2	116.0	144.0	100.0	106.8	116.9	145.7
Public Sector (Regulatory Agencies, Government)	3	*3	9	--	--	104.7	--	--	--	106.3	--	--	--	106.3	--
Pipeline/Midstream	6	7	28	128.6	131.1	132.9	137.4	147.1	150.0	151.3	155.6	156.7	163.0	166.0	171.8
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	5	--	--	124.6	--	--	--	125.6	--	--	--	125.7	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	29	30	68	126.4	131.4	129.5	139.0	135.0	149.5	145.0	158.5	139.7	159.7	156.6	174.3
Calgary	27	28	60	127.3	132.0	130.9	140.1	139.4	149.5	147.0	159.4	149.1	160.8	159.2	181.1
Edmonton	3	*3	8	--	--	118.9	--	--	--	130.2	--	--	--	137.2	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*4	9	--	99.1	105.3	--	--	101.4	107.3	--	--	102.3	108.0	--
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
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.

115.100.350 Attorney/Solicitor 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	33	34	76	2.1	117.6	130.0	124.8	136.3	118.6	146.9	138.9	153.2	118.6	155.7	149.4	170.0
Under \$100 Million	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	*4	6	--	--	132.6	126.9	--	--	132.6	133.4	--	--	134.5	145.7	--
\$500 < \$1 Billion	5	5	6	--	75.5	135.6	115.3	138.1	75.5	149.7	131.4	162.0	75.5	150.6	141.2	176.9
\$1 < \$3 Billion	10	10	14	2.0	107.4	130.5	124.2	135.1	107.8	143.0	134.8	149.9	108.1	152.3	144.2	164.1
\$3 < \$5 Billion	3	*3	9	--	--	--	109.7	--	--	--	114.6	--	--	--	115.1	--
\$5 Billion and Over	9	10	35	10.2	127.6	132.0	134.1	140.1	146.7	151.3	155.0	159.5	158.3	168.5	170.0	183.3
Barrel of Oil Equivalent/Day																
All	13	13	22	100,194	131.1	135.8	136.5	141.5	141.8	151.4	155.9	173.2	153.1	164.2	172.7	190.9
Under 10,000	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	6	*6	8	--	130.8	135.0	134.9	137.2	135.0	143.0	148.3	151.8	136.3	152.0	162.0	164.2
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	*6	8	--	130.8	135.0	134.9	137.2	135.0	143.0	148.3	151.8	136.3	152.0	162.0	164.2
100,000 and Over	6	6	10	260,300	127.3	137.0	135.9	145.2	142.3	156.0	158.9	176.2	158.4	172.1	177.4	197.9
100,000 < 300,000	4	*4	5	--	--	141.0	137.3	--	--	172.7	165.2	--	--	190.4	190.2	--
300,000 and Over	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	*4	5	--	--	135.0	130.7	--	--	135.0	148.4	--	--	138.8	166.3	--
350 < 1,500	13	13	24	832	97.1	129.0	116.0	135.5	97.1	130.1	124.4	149.8	97.4	132.6	132.1	159.6
1,500 and Over	16	17	47	3,031	126.0	131.2	128.6	138.3	135.0	149.0	145.3	156.3	142.4	160.1	156.4	171.3

*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.

CA MTCS for the Energy Sector

115.100.350 Attorney/Solicitor B**Specialization:** Commercial/Corporate

Work assignments are similar to Attorney/Solicitor A, but on a more progressive and complex level. May make recommendations in a wide range of legal matters. Difficult, complex or unusual matters or decisions are resolved through consultation with more senior Attorneys/Solicitors. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction with a minimum of 4 years' related experience

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)	16	16	25	98.9	123.1	130.0	126.3	139.0	146.7
Base Salary – Org Weighted (All)	16	16	N/A	87.5	125.3	133.0	127.7	141.8	145.5
STI Granted (\$ Amount) Recvg	13	13	20	3.7	12.1	19.1	20.8	26.2	42.1
STI Granted (% of Base) Recvg	13	13	20	3.6	9.3	14.1	15.3	19.9	29.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	16	16	25	100.4	128.8	147.0	143.1	164.0	184.4
Total Cash Comp – Org Weighted (All)	16	16	N/A	88.9	131.3	146.4	145.5	168.5	186.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	4	6	--	--	7.5	9.1	--	--
STI Target (% of Base) Eligible	12	12	19	8.0	12.5	15.0	15.8	20.0	25.0
STI Maximum (% of Base) Eligible	11	11	18	12.0	23.4	30.0	30.2	33.0	54.6
Target Total Cash Compensation	13	13	20	106.7	129.2	149.5	145.2	171.1	176.1

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	10	10	17	0.4	0.5	0.9	2.1	4.5	5.5
Total LTI (\$ Amount) – Recvg	9	9	14	2.1	8.0	17.7	20.0	24.7	48.4
Target Total Direct Comp (\$ Amount) – Recvg	6	6	9	--	164.1	173.4	185.4	210.9	--
Target Total Direct Comp (\$ Amount) – All	13	13	20	107.5	131.5	159.7	156.8	179.8	217.7
Total Direct Comp (\$ Amount) – Recvg	9	9	14	147.2	156.4	170.3	178.2	192.6	242.6
Total Direct Comp (\$ Amount) – All	16	16	25	101.3	136.9	155.8	155.7	176.3	211.9

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	4	--	--	--	2.7	--	--
---	---	----	---	----	----	----	-----	----	----

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

Year over Year % Increase (Mean):

1.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	15	24	96
Other Guaranteed Cash	4	5	20
Other Non-Guaranteed Cash	7	11	44
LTI	11	16	64
Overtime	1	3	12

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	9	16	109.2
Midpoint	9	16	135.1
Maximum	9	16	162.0
Compa-ratio	9	16	95.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	6	10	2007
Year of Birth	16	25	1982

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	16	25	52

2015

CA MTCS for the Energy Sector

115.100.350 Attorney/Solicitor B**Specialization: Regulatory**

Work assignments are similar to Attorney/Solicitor A, but on a more progressive and complex level. May make recommendations in a wide range of legal matters. Difficult, complex or unusual matters or decisions are resolved through consultation with more senior Attorneys/Solicitors. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction with a minimum of 4 years' related experience

Incumbents in the same position:	7									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)	6	6	17	89.7	96.5	119.3	116.5	133.8	140.5	STI	4	10	59
Base Salary – Org Weighted (All)	6	6	N/A	--	94.4	112.0	113.5	135.4	--	Other Guaranteed Cash	1	4	24
STI Granted (\$ Amount) Recvg	3	*3	8	--	--	--	16.6	--	--	Other Non-Guaranteed Cash	4	9	53
STI Granted (% of Base) Recvg	3	*3	8	--	--	--	12.8	--	--	LTI	1	4	24
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	3	7	41
Total Cash Comp – Inc Weighted (All)	6	6	17	89.7	96.5	123.3	124.3	149.9	159.4				
Total Cash Comp – Org Weighted (All)	6	6	N/A	--	94.4	115.6	120.0	150.8	--				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--	Minimum	6	16	98.4
STI Target (% of Base) Eligible	4	*4	10	--	--	12.5	12.3	--	--	Midpoint	6	17	127.9
STI Maximum (% of Base) Eligible	4	*4	10	--	--	22.5	22.2	--	--	Maximum	6	16	150.9
Target Total Cash Compensation	6	6	17	93.6	96.9	130.2	125.8	150.8	161.5	Compa-ratio	6	17	99.9
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	3	*3	7	--	--	--	2.1	--	--	Graduation Year	0	0	--
Total LTI (\$ Amount) – Recvg	1	*1	4	--	--	--	--	--	--	Year of Birth	6	17	1983
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	4	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All	6	6	17	93.6	97.3	130.2	131.2	163.0	182.0				
Total Direct Comp (\$ Amount) – Recvg	1	*1	4	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	6	6	17	90.4	96.5	123.3	129.7	160.1	184.9				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	4	--	--	--	--	--	--				

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

115.100.360 Attorney/Solicitor A**Specialization: All Incumbents**

Work consists of legal problems that provide progressive training throughout the application of well-established or readily determinable legal principles or procedures. Difficult, complex or unusual matters or decisions are usually referred to more senior solicitors. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction and up to 3 years' experience.

Incumbents in the same position:	8									Year over Year % Increase (Mean):			2.7%
(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)	8	8	13	73.3	96.8	106.3	104.1	115.2	125.1	STI	6	10	77
Base Salary – Org Weighted (All)	8	8	N/A	--	91.2	103.5	103.7	112.7	--	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	6	*6	10	7.4	11.6	16.7	16.5	23.1	23.3	Other Non-Guaranteed Cash	2	2	15
STI Granted (% of Base) Recvg	6	*6	10	7.5	11.1	15.5	14.9	18.4	20.4	LTI	4	8	62
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	4	5	38
Total Cash Comp – Inc Weighted (All)	8	8	13	73.3	107.3	115.0	116.8	135.5	147.9				
Total Cash Comp – Org Weighted (All)	8	8	N/A	--	93.0	115.0	115.3	134.2	--				
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	5	*5	9	--	12.5	12.5	13.1	15.0	--	Midpoint	0	0	--
STI Maximum (% of Base) Eligible	3	*3	4	--	--	--	26.9	--	--	Maximum	0	0	--
Target Total Cash Compensation	7	7	12	71.5	108.4	116.0	115.5	131.6	145.0	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	2	*2	3	--	--	--	--	--	--	Graduation Year	*1	1	--
Total LTI (\$ Amount) – Recvg	4	*4	8	--	--	10.0	10.2	--	--	Year of Birth	8	13	1984
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	7	--	--	--	137.8	--	--				
Target Total Direct Comp (\$ Amount) – All	7	7	12	71.7	111.2	119.6	121.5	142.0	157.9				
Total Direct Comp (\$ Amount) – Recvg	4	*4	8	--	--	142.9	138.5	--	--				
Total Direct Comp (\$ Amount) – All	8	8	13	73.4	112.0	118.1	123.2	146.2	160.7				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--	Hired since 2014	6	11	36

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

2015

CA MTCS for the Energy Sector

Scope Analysis

115.100.360 Attorney/Solicitor 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	1	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*3	7	--	--	112.3	--	--	--	131.6	--	--	--	141.8	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	8	8	13	96.8	106.3	104.1	115.2	107.3	115.0	116.8	135.5	112.0	118.1	123.2	146.2
Calgary	7	*7	11	95.7	100.8	102.1	114.1	105.0	111.9	112.9	132.7	111.9	117.3	118.3	141.8
Edmonton	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
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

115.100.360 Attorney/Solicitor 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	7	*7	11	5.2	98.0	106.3	106.8	116.3	109.6	118.1	121.9	136.4	115.6	122.9	129.3	148.4
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	*4	8	--	--	109.8	107.5	--	--	125.4	123.9	--	--	132.4	132.4	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	4	*4	8	--	--	109.8	107.5	--	--	125.4	123.9	--	--	132.4	132.4	--

*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

115.100.360 Attorney/Solicitor A

Specialization: Regulatory

Work consists of legal problems that provide progressive training throughout the application of well-established or readily determinable legal principles or procedures. Difficult, complex or unusual matters or decisions are usually referred to more senior solicitors. Usual qualifications include a law degree, membership in a law society/bar association and/or other relevant jurisdiction and up to 3 years' 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													
Base Salary – Inc Weighted (All)	3	3	3	--	--	--	99.4	--	--	STI	2	2	67
Base Salary – Org Weighted (All)	3	3	N/A	--	--	--	99.4	--	--	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--	Other Non-Guaranteed Cash	1	1	33
STI Granted (% of Base) Recvg	2	*2	2	--	--	--	--	--	--	LTI	1	1	33
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	1	1	33
Total Cash Comp – Inc Weighted (All)	3	3	3	--	--	--	110.8	--	--	Salary Range			
Total Cash Comp – Org Weighted (All)	3	3	N/A	--	--	--	110.8	--	--	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	2	*2	2	--	--	--	--	--	--	Compa-ratio	0	0	--
STI Maximum (% of Base) Eligible	2	*2	2	--	--	--	--	--	--	Demographics			
Target Total Cash Compensation	3	3	3	--	--	--	108.4	--	--	Graduation Year	0	0	--
Estimated Total Direct Compensation										Year of Birth	3	3	--
Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--				
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--	Dist. Orgs	Num Obs	% of Obs	
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--	Hired since 2014	1	1	--
Target Total Direct Comp (\$ Amount) – All	3	3	3	--	--	--	112.4	--	--				
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	3	3	3	--	--	--	114.8	--	--				
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.

115.100.410 Paralegal III**Specialization: All Incumbents**

As a member of the corporate services group, performs standard paralegal functions surrounding the preparation and drafting of legal documents, summarizing legal information, and providing general support to legal and corporate services. May also be involved in liaising with regulatory bodies to ensure corporate filing requirements are met; assisting the Corporate Secretary by preparing material and carrying out the exercising of options as outlined in the corporate plan; and liaisons with shareholders by providing assistance in problem resolution encountered with their share positions. Usual qualifications include a paralegal diploma with a minimum of 4 years' related experience, often as a legal secretary.

Incumbents in the same position:	68									Year over Year % Increase (Mean):			2.2%
(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)	45	47	97	68.2	78.0	88.1	89.7	99.2	109.8	STI	40	85	88
Base Salary – Org Weighted (All)	45	47	N/A	66.3	81.5	87.4	89.5	97.6	118.4	Other Guaranteed Cash	5	22	23
STI Granted (\$ Amount) Recvg	35	37	80	5.7	8.7	12.7	13.7	17.6	22.3	Other Non-Guaranteed Cash	12	25	26
STI Granted (% of Base) Recvg	35	37	80	8.1	11.5	13.6	14.6	18.7	20.7	LTI	27	62	64
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	8	8	15	0.3	0.5	2.6	2.2	2.8	4.8	Overtime	11	39	40
Total Cash Comp – Inc Weighted (All)	45	47	97	73.0	84.8	97.8	101.4	115.6	133.9				
Total Cash Comp – Org Weighted (All)	45	47	N/A	70.7	86.6	95.8	100.1	111.0	137.5				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	6	6	8	--	5.0	5.5	7.1	10.5	--	Minimum	30	79	72.1
STI Target (% of Base) Eligible	32	34	77	10.0	10.0	12.5	13.2	15.0	20.0	Midpoint	30	80	88.1
STI Maximum (% of Base) Eligible	29	31	69	18.0	20.0	30.0	26.3	30.0	37.5	Maximum	30	79	105.6
Target Total Cash Compensation	37	39	89	73.8	83.0	98.7	101.3	113.0	131.4	Compa-ratio	30	80	101.7
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	20	20	31	0.3	0.3	0.5	1.3	0.9	5.8	Graduation Year	11	13	1994
Total LTI (\$ Amount) – Recvg	24	26	52	3.0	5.0	8.4	11.2	14.6	20.0	Year of Birth	43	94	1967
Target Total Direct Comp (\$ Amount) – Recvg	19	21	47	86.8	98.2	116.7	119.5	132.7	175.8				
Target Total Direct Comp (\$ Amount) – All	37	39	89	74.1	86.8	102.3	107.5	120.6	147.6		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	24	26	52	88.7	99.6	113.0	119.8	133.4	165.0	Hired since 2014	43	93	9
Total Direct Comp (\$ Amount) – All	45	47	97	73.6	89.1	103.8	107.8	123.8	144.7				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	20	--	--	2.2	2.3	--	--				

*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

115.100.410 Paralegal III

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	23	23	51	79.0	88.4	93.3	101.7	90.9	98.0	107.9	120.8	94.2	109.8	117.5	136.3
Fully Integrated	5	*5	27	72.0	88.1	86.8	99.3	84.9	96.4	100.4	114.0	89.4	98.0	105.1	123.0
Exploration & Production	18	18	24	85.4	93.4	100.7	119.5	93.8	111.0	116.4	142.7	105.2	126.8	131.4	155.7
Services and Drilling	5	5	7	70.0	81.7	79.6	86.8	72.3	81.7	83.3	94.1	72.3	81.7	87.7	106.3
Services and Equipment	3	*3	4	--	--	84.6	--	--	--	86.5	--	--	--	89.5	--
Drilling	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	6	9	81.5	84.8	88.1	95.4	87.5	92.3	96.3	110.9	87.5	92.3	98.1	117.0
Public Sector (Regulatory Agencies, Government)	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	*6	17	88.0	93.3	92.6	100.7	99.6	104.2	105.2	115.3	100.1	109.8	110.4	123.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	4	--	--	87.4	--	--	--	98.8	--	--	--	98.9	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	40	41	84	77.5	88.1	90.5	99.2	84.7	97.4	102.4	116.1	88.9	106.1	109.3	123.8
Calgary	38	39	79	77.0	88.1	90.7	99.3	84.7	96.4	102.5	114.6	88.7	106.3	109.7	123.8
Edmonton	3	*3	5	--	--	87.7	--	--	--	100.4	--	--	--	102.9	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	7	8	11	81.4	93.4	86.7	100.3	89.7	100.1	97.3	119.4	89.8	100.1	100.8	120.1
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	5	6	7	81.4	93.4	88.3	100.3	91.4	100.1	98.6	119.7	91.4	100.1	102.4	120.1
Québec	3	3	3	--	--	84.8	--	--	--	96.8	--	--	--	100.9	--

*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

115.100.410 Paralegal III

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	45	47	97	2.3	78.0	88.1	89.7	99.2	84.8	97.8	101.4	115.6	89.1	103.8	107.8	123.8
Under \$100 Million	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	*4	5	--	--	76.4	81.5	--	--	76.4	87.3	--	--	94.2	98.7	--
\$500 < \$1 Billion	6	6	6	--	84.3	92.9	91.5	98.0	93.9	104.8	102.5	111.9	93.9	113.3	117.8	134.5
\$1 < \$3 Billion	17	17	22	2.0	77.2	84.9	85.3	90.7	77.8	93.2	94.9	102.7	77.8	101.0	101.9	119.3
\$3 < \$5 Billion	3	*3	5	--	--	--	80.8	--	--	--	83.2	--	--	--	83.9	--
\$5 Billion and Over	14	16	55	13.1	84.5	93.0	94.4	104.0	94.0	104.2	109.0	120.7	96.4	108.4	114.7	124.9
Barrel of Oil Equivalent/Day																
All	23	23	52	81,280	79.9	88.4	92.5	99.8	91.0	98.1	106.6	114.5	94.8	108.6	116.4	136.0
Under 10,000	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	12	12	14	54,726	82.3	87.1	91.1	97.9	87.0	96.9	103.7	111.9	98.6	111.8	119.0	141.3
10,000 < 25,000	3	3	3	--	--	--	89.8	--	--	--	106.5	--	--	--	131.7	--
25,000 < 100,000	9	9	11	70,400	74.0	88.0	91.4	98.0	74.0	95.2	102.9	111.0	100.0	111.0	115.6	138.7
100,000 and Over	9	*9	32	284,826	73.3	88.3	92.7	103.0	85.0	96.4	107.4	124.5	89.8	100.3	115.5	141.3
100,000 < 300,000	5	*5	22	236,600	71.9	83.6	84.7	88.4	84.7	93.1	96.8	97.2	88.7	96.6	102.4	102.9
300,000 and Over	4	*4	10	--	--	104.6	110.3	--	--	128.3	130.9	--	--	143.3	144.5	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	5	5	5	--	79.6	86.3	85.8	91.7	83.9	98.5	99.5	115.6	103.4	115.6	127.9	158.4
350 < 1,500	13	13	18	581	70.1	83.8	81.6	91.8	73.7	91.1	88.3	100.0	73.8	98.1	94.2	110.1
1,500 and Over	27	29	74	5,150	81.0	88.8	92.0	101.5	85.4	101.2	104.7	119.5	89.8	106.1	109.7	124.6

*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

115.100.420 Paralegal II

Specialization: All Incumbents

As a junior member of the corporate services group, is responsible for a variety of legal functions, which may include: coordinating the gathering of information from various departments in the preparation of contracts and other legal documents, reviewing certain contracts and other legal documents to ensure necessary provisions are contained therein, maintaining the corporate library including file room and records, and performing court filings, records research and deliveries. May attend Board meetings and record minutes. Usual qualifications include a paralegal diploma with 2 to 4 years' related experience; high school diploma with a minimum of 5 years' related experience, possibly as a legal secretary.

Incumbents in the same position:	43									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													
Base Salary – Inc Weighted (All)	35	38	75	48.6	65.0	73.5	72.0	81.0	87.5	STI	31	64	85
Base Salary – Org Weighted (All)	35	38	N/A	48.4	61.7	72.4	70.9	80.7	85.2	Other Guaranteed Cash	11	15	20
STI Granted (\$ Amount) Recvg	30	33	62	3.4	5.2	8.1	8.4	10.6	14.9	Other Non-Guaranteed Cash	13	30	40
STI Granted (% of Base) Recvg	30	33	62	5.5	7.7	11.2	11.0	13.5	17.8	LTI	13	32	43
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	*7	16	1.1	1.6	2.2	2.3	2.2	4.3	Overtime	13	29	39
Total Cash Comp – Inc Weighted (All)	35	38	75	51.5	67.0	81.3	79.4	92.0	103.8				
Total Cash Comp – Org Weighted (All)	35	38	N/A	51.9	63.7	79.8	78.0	93.9	96.7				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	6	8	14	2.5	3.5	3.5	3.8	4.3	5.0	Minimum	25	56	61.6
STI Target (% of Base) Eligible	27	30	60	7.0	8.0	10.0	10.3	10.0	15.0	Midpoint	25	56	77.0
STI Maximum (% of Base) Eligible	23	26	50	10.0	14.0	20.0	20.0	21.5	33.0	Maximum	25	56	92.4
Target Total Cash Compensation	32	35	71	49.6	70.1	80.9	79.4	92.6	102.2	Compa-ratio	25	56	100.4
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	15	17	25	0.3	0.4	0.5	0.7	1.2	1.5	Graduation Year	10	14	2000
Total LTI (\$ Amount) – Recvg	12	12	30	4.3	4.9	7.3	7.7	9.0	15.0	Year of Birth	35	75	1974
Target Total Direct Comp (\$ Amount) – Recvg	9	9	26	82.9	90.2	98.0	100.0	110.1	119.3				
Target Total Direct Comp (\$ Amount) – All	32	35	71	49.7	71.3	83.2	82.5	97.0	109.9		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	12	12	30	80.2	91.0	96.7	98.3	107.8	114.9	Hired since 2014	35	75	17
Total Direct Comp (\$ Amount) – All	35	38	75	51.8	69.7	84.2	82.7	96.7	109.9				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	9	9	12	0.7	1.0	1.2	2.9	3.9	10.7				

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

2015

CA MTCS for the Energy Sector

Scope Analysis

115.100.420 Paralegal II

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	14	14	27	74.3	83.0	80.5	87.0	82.7	93.8	91.1	103.6	91.1	99.2	98.2	109.5
Fully Integrated	4	*4	6	--	76.2	75.1	--	--	90.5	87.0	--	--	97.9	92.1	--
Exploration & Production	10	*10	21	75.5	83.0	82.1	89.1	84.1	93.8	92.3	101.2	91.7	99.2	99.9	109.0
Services and Drilling	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	10	12	22	51.0	68.3	64.3	72.2	54.0	74.0	69.3	76.3	54.5	74.8	69.7	77.3
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	*5	13	74.3	78.0	78.7	80.5	83.4	87.6	88.8	90.9	85.6	88.8	91.3	95.7
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--

Incumbent Location***

British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	29	30	61	68.5	76.9	75.8	83.1	74.3	85.5	84.2	94.6	75.8	87.6	88.3	99.7
Calgary	26	27	56	69.3	77.2	76.5	83.2	75.7	86.1	85.4	94.7	77.3	88.6	89.6	99.9
Edmonton	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*5	8	46.5	48.3	50.8	57.2	48.2	51.7	53.5	60.3	48.2	52.0	53.7	60.5
Atlantic Canada	2	*3	5	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	3	3	--	--	56.1	--	--	--	57.6	--	--	--	57.8	--
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

115.100.420 Paralegal II

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	33	36	73	2.7	64.8	72.3	71.6	80.6	66.0	80.9	79.0	90.9	69.3	84.2	82.2	96.6
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	*3	4	--	--	--	76.8	--	--	--	85.7	--	--	--	92.8	--
\$500 < \$1 Billion	4	*4	7	--	--	68.3	67.6	--	--	74.1	73.6	--	--	75.2	74.5	--
\$1 < \$3 Billion	9	11	23	2.1	48.1	57.9	61.9	72.3	49.2	60.3	66.1	78.8	49.2	68.8	67.0	78.8
\$3 < \$5 Billion	4	*4	5	--	--	65.0	64.9	--	--	65.0	68.4	--	--	65.0	68.8	--
\$5 Billion and Over	11	12	32	16.0	74.9	79.4	80.3	85.3	83.1	89.0	90.9	98.2	87.2	95.7	96.4	104.8
Barrel of Oil Equivalent/Day																
All	13	13	25	271,000	75.5	83.2	81.6	87.6	84.1	94.8	93.0	103.9	91.3	100.1	100.1	110.4
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	*4	5	--	--	86.5	81.5	--	--	96.0	94.0	--	--	108.6	100.3	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	*3	4	--	--	--	80.2	--	--	--	93.5	--	--	--	97.3	--
100,000 and Over	8	*8	19	309,913	75.0	83.2	81.8	87.0	84.0	93.8	93.0	103.6	91.5	99.2	100.6	111.3
100,000 < 300,000	4	*4	6	--	--	79.2	79.3	--	--	88.2	88.4	--	--	95.6	94.2	--
300,000 and Over	4	*4	13	--	--	83.2	82.9	--	--	94.8	95.2	--	--	99.2	103.6	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	*4	5	--	--	80.1	78.8	--	--	88.4	87.7	--	--	96.6	96.7	--
350 < 1,500	10	10	14	870	57.9	65.3	64.0	69.1	60.2	69.2	68.9	76.3	60.9	70.1	69.5	77.5
1,500 and Over	20	23	55	3,906	68.2	75.0	73.1	83.2	70.0	82.7	81.0	93.8	70.1	86.8	84.6	99.2

*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.

CA MTCS for the Energy Sector

120.000.120 Top Human Resources Executive - Corporate

Specialization: All Incumbents

This is the top human resource management position with responsibility for the development and implementation of organization-wide policies and programs encompassing all, or nearly all, aspects of human resource management including employment, employee/labour relations, employee benefits, compensation, employee training, placement, organizational development, safety, security, drug control, ADA and EEO/Employment Equity Act compliance, and employee assistance. Duties may also include direction of office services, facilities, and international human resources. Works directly with top management in developing human resources strategies and policies. Frequently reports to a Chief Executive Officer, Chief Operating Officer or Top Administrative Executive. 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: 33										Year over Year % Increase (Mean): 2.5%				
(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										STI		40	40	89
Base Salary – Inc Weighted (All)	45	45	45	192.9	228.7	260.0	266.0	289.5	355.4	Other Guaranteed Cash		5	5	11
Base Salary – Org Weighted (All)	45	45	N/A	192.9	228.7	260.0	266.0	289.5	355.4	Other Non-Guaranteed Cash		10	10	22
STI Granted (\$ Amount) Recvg	37	37	37	56.3	96.9	140.0	153.6	191.4	275.1	LTI		36	36	80
STI Granted (% of Base) Recvg	37	37	37	25.6	37.5	52.6	54.9	66.5	84.7	Overtime		2	2	4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--					
Total Cash Comp – Inc Weighted (All)	45	45	45	221.1	286.3	394.8	396.7	476.4	617.8					
Total Cash Comp – Org Weighted (All)	45	45	N/A	221.1	286.3	394.8	396.7	476.4	617.8					
Target Annual Cash Compensation														
STI Threshold (% of Base) Eligible	9	9	9	--	15.0	22.5	21.4	27.5	--					
STI Target (% of Base) Eligible	35	35	35	26.0	40.0	45.0	48.6	55.0	88.0					
STI Maximum (% of Base) Eligible	27	27	27	24.4	60.0	80.0	79.8	100.0	124.6					
Target Total Cash Compensation	40	40	40	233.3	310.1	369.4	386.8	460.1	524.7					
Estimated Total Direct Compensation														
Total Perquisite Value (\$ Amount)	34	34	34	4.8	7.0	12.5	13.8	19.6	26.0					
Total LTI (\$ Amount) – Recvg	32	32	32	98.6	184.5	306.4	398.5	617.7	764.7					
Target Total Direct Comp (\$ Amount) – Recvg	27	27	27	466.0	562.2	709.6	850.8	1,096.9	1,518.7					
Target Total Direct Comp (\$ Amount) – All	40	40	40	242.3	343.9	573.8	669.3	823.8	1,263.3					
Total Direct Comp (\$ Amount) – Recvg	32	32	32	426.9	598.2	705.2	854.4	1,071.9	1,477.4					
Total Direct Comp (\$ Amount) – All	45	45	45	251.6	334.1	626.6	690.6	850.2	1,312.5					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	3	3	3	--	--	--	9.5	--	--					
										Salary Range		Dist. Orgs	Num Obs	Median
										Minimum		12	12	222.6
										Midpoint		13	13	256.0
										Maximum		12	12	310.5
										Compa-ratio		13	13	96.5
										Demographics		Dist. Orgs	Num Obs	Median
										Graduation Year		8	8	1986
										Year of Birth		43	43	1962
												Dist. Orgs	Num Obs	% of Obs
										Hired since 2014		44	44	14

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

2015

CA MTCS for the Energy Sector

Scope Analysis

120.000.120 Top Human Resources Executive - 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	14	14	14	254.8	282.5	290.1	330.5	349.1	420.2	443.6	512.5	680.8	758.1	965.0	1,202.1
Fully Integrated	3	3	3	--	--	373.5	--	--	--	599.3	--	--	--	1,464.6	--
Exploration & Production	11	11	11	239.0	275.6	267.4	285.0	344.8	394.8	401.1	435.0	681.2	740.3	828.7	1,123.4
Services and Drilling	10	10	10	179.9	206.0	202.3	234.0	200.0	255.0	298.7	346.0	274.3	375.5	440.9	615.5
Services and Equipment	8	8	8	163.3	204.5	197.9	231.8	192.1	255.0	303.3	379.0	291.5	375.5	456.2	655.9
Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	10	10	10	248.7	256.5	262.8	286.3	287.0	392.6	375.7	429.4	287.0	397.3	466.2	615.8
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	6	6	253.8	279.5	305.6	342.4	384.2	436.0	482.2	560.0	578.1	651.4	797.7	1,028.3
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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	36	36	36	226.9	265.5	268.0	290.0	305.7	403.8	412.1	490.8	400.4	677.8	740.5	885.1
Calgary	34	34	34	230.6	265.5	269.0	292.5	308.6	403.8	416.4	491.2	402.8	680.4	758.7	898.4
Edmonton	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	4	4	--	247.5	249.4	--	--	333.2	333.2	--	--	336.2	334.7	--
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	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

120.000.120 Top Human Resources Executive - 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	43	43	43	2.1	225.0	260.0	266.3	290.0	285.0	394.8	398.7	490.0	351.8	667.7	706.0	864.2
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	4	4	--	--	222.1	213.6	--	--	275.1	300.0	--	--	326.5	380.0	--
\$500 < \$1 Billion	10	10	10	0.7	202.8	214.6	221.0	261.0	264.3	356.9	340.3	415.3	281.0	585.2	568.2	747.4
\$1 < \$3 Billion	15	15	15	2.2	250.0	275.4	267.1	289.1	287.6	394.8	392.9	490.0	399.2	681.2	673.7	892.1
\$3 < \$5 Billion	4	4	4	--	--	255.0	260.0	--	--	392.6	374.1	--	--	450.6	465.6	--
\$5 Billion and Over	9	9	9	--	287.8	350.0	353.2	409.0	424.4	524.1	551.1	699.7	704.0	1,265.8	1,221.8	1,560.2
Barrel of Oil Equivalent/Day																
All	15	15	15	103,130	275.5	285.0	304.8	332.0	386.4	425.0	471.6	580.1	681.2	775.9	1,008.2	1,265.8
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	6	6	6	--	217.8	272.5	256.8	286.3	325.1	405.7	391.2	448.8	686.4	748.7	861.7	1,137.7
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	4	4	--	--	285.0	280.0	--	--	430.0	423.7	--	--	748.7	841.8	--
100,000 and Over	7	7	7	--	275.6	330.0	325.9	363.5	394.8	462.7	508.4	600.0	681.2	836.2	1,146.8	1,376.2
100,000 < 300,000	5	5	5	--	277.8	330.0	316.2	347.8	405.1	462.7	490.6	590.1	674.4	836.2	965.4	1,321.0
300,000 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	6	6	6	--	217.8	246.8	246.4	280.5	259.1	395.2	360.9	430.1	571.0	677.8	705.2	822.0
350 < 1,500	17	17	17	832	229.0	253.0	250.3	287.5	273.4	402.0	377.5	462.5	273.4	676.1	616.2	806.1
1,500 and Over	19	19	19	4,306	250.0	275.5	296.6	350.0	285.0	403.7	438.4	580.1	316.5	606.9	798.8	1,265.8

*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

120.010.120 Top Human Resources Executive - Subsidiary/Group/Division**Specialization: All Incumbents**

This is the top human resource management position with responsibility for the development and implementation of organization-wide policies and programs encompassing all, or nearly all, aspects of human resource management including employment, employee/labour relations, employee benefits, compensation, employee training, placement, organizational development, safety, security, drug control, ADA and EEO/Employment Equity Act compliance, and employee assistance. Duties may also include direction of office services, facilities, and international human resources. Works directly with top management in developing human resources strategies and policies. Frequently reports to a Chief Executive Officer, Chief Operating Officer or Top Administrative Executive. Note: Reporting entity is Subsidiary, Group or 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:

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)	17	17	17	195.3	219.2	245.5	256.4	277.5	335.8
Base Salary – Org Weighted (All)	17	17	N/A	195.3	219.2	245.5	256.4	277.5	335.8
STI Granted (\$ Amount) Recvg	14	14	14	46.2	102.1	123.3	134.2	132.9	299.9
STI Granted (% of Base) Recvg	14	14	14	26.2	36.7	49.1	50.1	58.9	85.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	17	17	17	208.4	278.0	354.3	367.7	395.2	576.3
Total Cash Comp – Org Weighted (All)	17	17	N/A	208.4	278.0	354.3	367.7	395.2	576.3

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	5	5	--	7.5	15.0	16.5	26.3	--
STI Target (% of Base) Eligible	16	16	16	29.4	33.5	35.0	40.5	40.0	65.0
STI Maximum (% of Base) Eligible	14	14	14	54.3	64.5	72.5	74.4	80.6	102.5
Target Total Cash Compensation	17	17	17	208.4	282.6	337.2	358.6	398.6	559.2

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	12	12	12	0.4	2.6	7.7	12.7	24.3	29.4
Total LTI (\$ Amount) – Recvg	10	10	10	44.5	62.4	134.6	230.1	246.8	953.0
Target Total Direct Comp (\$ Amount) – Recvg	10	10	10	339.5	424.3	470.4	615.7	617.2	1,658.5
Target Total Direct Comp (\$ Amount) – All	17	17	17	210.1	331.0	439.1	503.0	543.1	883.3
Total Direct Comp (\$ Amount) – Recvg	10	10	10	322.3	458.6	485.2	644.6	651.9	1,757.4
Total Direct Comp (\$ Amount) – All	17	17	17	210.0	314.2	465.0	512.0	550.0	933.1

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):

2.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	16	16	94
Other Guaranteed Cash	3	3	18
Other Non-Guaranteed Cash	4	4	24
LTI	15	15	88
Overtime	1	1	6

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	17	17	1965

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	17	17	18

120.010.120 Top Human Resources Executive - Subsidiary/Group/Division

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	257.1	295.3	311.5	344.8	340.5	395.2	448.3	516.0	394.9	473.3	690.3	904.3
Fully Integrated	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	5	5	5	249.7	300.0	315.7	389.5	331.0	389.2	457.8	618.8	392.1	481.6	744.3	1,227.9
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	4	4	--	252.4	248.9	--	--	379.0	406.7	--	--	578.0	585.6	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	12	12	12	237.6	257.3	276.0	297.6	321.5	386.1	408.8	410.3	425.0	476.9	601.3	622.7
Calgary	11	11	11	235.0	259.7	278.4	300.0	312.0	387.1	412.0	413.3	420.2	472.2	592.6	580.6
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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

2015

CA MTCS for the Energy Sector

Scope Analysis

120.010.120 Top Human Resources Executive - Subsidiary/Group/Division

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	16	16	16	2.7	228.9	247.6	259.6	284.0	264.8	363.7	369.8	398.2	311.8	468.6	523.1	565.3
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	5	5	--	193.0	245.0	273.9	369.3	223.2	354.3	427.8	669.3	227.5	488.7	667.6	1,197.2
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	7	7	--	228.2	255.0	261.3	300.0	304.4	373.0	348.6	401.2	319.1	439.2	472.0	636.7
Barrel of Oil Equivalent/Day																
All	4	4	4	--	--	300.0	328.5	--	--	381.6	474.9	--	--	473.3	785.2	--
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	235.1	--	--	--	357.8	--	--	--	460.2	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	12	12	12	3,006	214.6	247.4	262.4	297.6	246.6	333.2	356.3	397.2	261.3	429.7	527.7	599.7

*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

120.100.210 Human Resources Director

Specialization: All Incumbents

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO/Employment Equity Act compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and local laws. Typically in larger organizations this is a senior level manager. Frequently reports to Top Human Resources Executive.

Incumbents in the same position:	82									Year over Year % Increase (Mean):			3.1%
(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)	64	74	134	138.6	162.1	189.9	185.9	209.5	225.9	STI	62	127	95
Base Salary – Org Weighted (All)	64	74	N/A	144.9	169.1	190.0	188.7	210.5	224.7	Other Guaranteed Cash	14	22	16
STI Granted (\$ Amount) Recvg	55	60	109	23.7	40.5	62.3	65.8	77.9	108.2	Other Non-Guaranteed Cash	21	37	28
STI Granted (% of Base) Recvg	55	60	109	13.9	25.6	32.4	33.9	38.0	52.4	LTI	47	96	72
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	11	12	19	0.5	2.0	4.1	5.9	8.5	10.0	Overtime	3	5	4
Total Cash Comp – Inc Weighted (All)	64	74	134	152.6	189.4	244.9	240.3	283.4	320.2				
Total Cash Comp – Org Weighted (All)	64	74	N/A	165.1	194.1	245.3	243.5	283.3	322.8				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	14	18	33	6.1	10.0	12.5	12.9	15.0	20.0	Minimum	37	88	150.0
STI Target (% of Base) Eligible	54	64	117	20.0	25.0	25.0	26.7	30.0	35.0	Midpoint	38	89	189.8
STI Maximum (% of Base) Eligible	43	52	96	30.0	37.5	50.0	47.4	55.0	61.8	Maximum	37	88	219.3
Target Total Cash Compensation	57	67	124	172.3	203.4	240.4	236.6	268.2	302.4	Compa-ratio	38	89	102.1
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	43	49	83	1.8	4.0	7.9	9.1	14.0	18.1	Graduation Year	12	19	1996
Total LTI (\$ Amount) – Recvg	42	47	88	23.7	50.2	81.9	102.6	149.5	212.8	Year of Birth	59	123	1966
Target Total Direct Comp (\$ Amount) – Recvg	37	42	81	234.1	280.6	364.3	365.2	414.9	526.8				
Target Total Direct Comp (\$ Amount) – All	57	67	124	173.8	221.4	284.0	309.8	394.7	510.3				
Total Direct Comp (\$ Amount) – Recvg	42	47	88	226.3	277.2	369.6	372.0	442.8	542.9				
Total Direct Comp (\$ Amount) – All	64	74	134	162.7	198.7	290.7	313.3	410.8	511.4				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	6	--	--	4.6	5.5	--	--	Hired since 2014	61	131	11

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

120.100.210 Human Resources 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	18	18	36	200.7	216.2	212.5	234.7	260.7	295.5	290.8	322.8	378.6	448.8	437.2	541.3
Fully Integrated	4	*4	16	--	215.7	204.5	--	--	285.2	276.9	--	--	511.8	442.9	--
Exploration & Production	14	14	20	204.0	217.1	218.8	234.1	275.2	303.0	301.9	322.6	378.6	420.6	432.7	507.9
Services and Drilling	16	16	30	148.4	165.3	167.3	185.0	158.5	188.1	213.8	236.9	187.9	225.5	245.3	270.1
Services and Equipment	13	13	25	145.0	170.5	167.9	187.6	158.3	191.1	216.9	248.3	190.0	224.4	244.1	268.2
Drilling	3	*3	5	--	--	164.7	--	--	--	198.2	--	--	--	251.1	--
Energy Marketing	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	12	16	28	170.1	186.4	186.1	199.1	194.4	216.9	228.0	266.3	201.4	258.6	263.4	314.3
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	8	*9	16	189.9	195.4	196.7	203.1	252.6	260.7	263.0	282.8	325.6	380.0	376.7	427.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	4	*4	9	--	155.4	164.6	--	--	198.0	203.6	--	--	198.0	233.9	--
Engineering, Procurement & Construction	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	6	7	163.2	180.1	186.0	209.6	220.2	232.3	236.7	250.0	236.5	300.8	299.4	344.6
Incumbent Location***															
British Columbia	3	*3	6	--	--	152.1	--	--	--	172.1	--	--	--	215.4	--
All Alberta	55	62	104	171.3	193.1	192.4	214.1	203.3	255.6	251.5	290.0	215.1	309.1	335.1	428.9
Calgary	50	55	91	176.3	192.5	193.4	215.0	205.2	257.1	255.5	291.1	237.3	316.3	345.4	437.7
Edmonton	4	*6	8	173.1	197.6	188.8	205.7	204.1	253.0	241.3	292.7	207.1	322.8	298.5	396.6
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	5	5	5	161.5	168.8	181.1	206.9	161.5	168.8	193.9	239.0	161.5	172.1	204.9	264.8
Manitoba/Saskatchewan	3	*3	4	--	--	172.1	--	--	--	217.1	--	--	--	227.8	--
Eastern Canada	6	7	18	142.1	153.9	165.4	189.8	165.5	194.6	208.3	257.4	165.5	195.0	245.4	327.7
Atlantic Canada	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	4	*5	11	145.0	184.6	177.6	210.5	182.0	254.0	229.8	273.3	182.0	308.4	289.9	379.5
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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**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.

120.100.210 Human Resources 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	61	69	124	1.9	166.8	190.0	188.2	210.0	190.3	252.3	244.0	284.8	202.1	301.2	321.5	415.5
Under \$100 Million	4	*4	6	--	--	193.1	182.7	--	--	233.7	260.3	--	--	233.7	260.6	--
\$100 < \$500 Million	12	12	15	0.2	158.1	180.0	178.1	200.1	158.6	189.9	209.0	272.3	189.7	201.6	236.2	290.6
\$500 < \$1 Billion	10	11	19	0.8	133.6	162.8	171.0	203.2	141.8	203.2	203.5	246.2	141.8	206.3	236.9	275.1
\$1 < \$3 Billion	20	21	39	2.1	160.5	182.4	180.4	197.8	184.9	232.3	237.3	282.3	209.1	259.3	295.8	379.3
\$3 < \$5 Billion	4	*4	9	--	--	176.3	182.6	--	--	227.1	231.3	--	--	288.9	312.1	--
\$5 Billion and Over	14	17	36	10.1	195.4	209.8	212.4	224.6	255.4	281.6	287.6	309.4	378.7	422.8	442.2	516.6
Barrel of Oil Equivalent/Day																
All	20	20	39	97,600	196.2	215.0	212.7	228.5	260.1	285.3	288.7	310.5	379.3	429.1	442.0	532.2
Under 10,000	4	*4	9	--	--	196.2	196.4	--	--	254.1	252.7	--	--	373.6	347.9	--
Under 5,000	3	*3	8	--	--	--	193.6	--	--	--	248.8	--	--	--	355.1	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	8	*8	12	48,500	200.8	217.1	217.3	234.1	263.1	296.4	293.6	311.5	336.7	420.6	413.7	433.8
10,000 < 25,000	3	3	3	--	--	--	220.5	--	--	--	308.9	--	--	--	384.2	--
25,000 < 100,000	5	*5	9	--	198.3	218.2	216.2	232.9	258.6	291.0	288.5	309.2	350.9	428.1	423.5	477.5
100,000 and Over	8	*8	18	309,913	202.8	215.7	217.7	234.1	279.7	302.1	303.4	328.4	454.6	526.7	507.8	558.9
100,000 < 300,000	4	4	6	--	--	230.0	224.3	--	--	343.7	337.9	--	--	576.3	565.8	--
300,000 and Over	4	*4	12	--	--	215.0	214.4	--	--	286.0	286.1	--	--	491.8	478.8	--
Total Employment																
Less than 75	3	3	3	--	--	--	182.1	--	--	--	238.1	--	--	--	314.9	--
75 < 350	10	10	10	190	166.7	197.6	192.4	219.9	177.2	278.1	263.9	302.5	194.2	301.0	310.0	435.2
350 < 1,500	16	18	24	695	153.7	187.4	180.4	193.0	190.0	218.0	233.2	273.2	191.3	258.4	298.6	408.7
1,500 and Over	33	39	87	3,241	167.9	192.5	189.8	210.0	198.9	254.1	245.3	285.0	209.1	316.3	330.1	416.4

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2015

CA MTCS for the Energy Sector

Scope Analysis

120.100.220 Human Resources 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	44	46	113	158.3	173.9	173.2	190.8	195.1	221.9	218.5	244.4	241.0	303.8	300.8	372.1
Fully Integrated	6	6	44	167.5	183.7	179.9	216.4	219.6	236.5	231.1	258.6	243.0	329.8	308.4	418.0
Exploration & Production	39	40	69	156.8	171.3	169.0	182.3	191.0	207.0	210.5	225.2	239.7	292.0	295.9	353.5
Services and Drilling	20	20	59	112.5	127.3	129.1	147.0	117.0	139.6	145.8	172.0	117.9	148.9	155.1	187.6
Services and Equipment	16	16	52	114.7	127.4	130.1	151.8	117.2	140.0	146.9	175.3	118.0	152.8	155.4	187.3
Drilling	4	4	7	--	125.0	121.5	--	--	130.0	137.3	--	--	132.2	153.0	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	15	24	78	128.3	141.3	140.3	150.0	134.6	157.0	159.5	177.6	136.4	157.2	166.4	186.6
Public Sector (Regulatory Agencies, Government)	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	15	16	38	150.9	156.1	155.5	169.2	181.7	196.7	192.5	214.8	213.3	237.5	231.5	271.3
Upgrading	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	4	*4	5	--	151.5	151.8	--	--	172.3	181.5	--	--	187.2	214.7	--
Engineering, Procurement & Construction	4	4	4	--	127.5	149.6	--	--	141.0	166.2	--	--	148.1	172.7	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	*6	19	143.5	149.5	151.9	159.3	169.9	185.5	183.6	193.9	174.4	206.8	210.3	236.0
Incumbent Location***															
British Columbia	4	4	4	--	135.0	131.8	--	--	164.1	155.7	--	--	164.4	185.7	--
All Alberta	92	102	242	142.2	158.3	159.9	175.2	162.0	194.3	195.7	224.1	172.9	232.9	245.0	304.8
Calgary	79	82	174	146.0	163.0	162.8	176.8	170.2	199.5	200.9	226.4	192.3	248.3	259.4	323.0
Edmonton	8	12	36	134.3	148.8	152.1	169.6	151.5	175.8	179.2	200.9	156.2	186.1	197.9	230.7
Fort McMurray	6	*6	11	156.6	162.4	173.4	191.0	175.0	199.5	212.1	255.4	187.6	277.7	281.5	357.9
Other Alberta	16	16	21	120.0	134.1	141.7	165.1	131.8	150.5	172.4	195.1	133.1	163.0	187.2	226.5
Manitoba/Saskatchewan	7	*7	19	143.5	148.3	145.7	151.5	155.6	169.9	166.3	185.5	155.6	170.0	174.4	205.8
Eastern Canada	10	13	44	104.0	129.2	130.3	147.8	113.6	136.8	146.8	187.9	113.9	137.0	150.2	190.3
Atlantic Canada	2	*4	6	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	9	9	38	112.7	132.0	132.1	149.6	116.6	139.6	148.7	188.9	116.6	139.6	152.6	196.2
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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**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

120.100.220 Human Resources 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	95	110	306	1.3	131.3	152.5	152.5	171.9	143.6	185.5	183.8	218.8	148.9	212.0	224.4	282.3
Under \$100 Million	8	*8	14	0.1	113.9	129.2	136.1	154.4	116.9	141.9	155.7	206.2	119.2	141.9	158.0	210.0
\$100 < \$500 Million	21	21	25	0.3	120.0	152.5	145.8	165.9	140.0	165.9	169.5	197.7	149.7	165.9	207.1	285.1
\$500 < \$1 Billion	12	13	31	0.8	111.6	147.8	138.5	162.8	112.4	157.5	157.2	197.4	112.4	161.7	182.2	280.3
\$1 < \$3 Billion	33	40	114	1.8	120.4	145.1	143.5	168.8	136.2	171.2	172.3	196.2	139.8	185.5	205.7	238.4
\$3 < \$5 Billion	8	*8	29	3.5	127.6	134.9	137.0	144.7	130.0	142.0	154.2	180.7	130.0	143.4	166.0	202.6
\$5 Billion and Over	15	20	93	16.0	156.1	173.0	177.3	190.3	195.1	220.5	224.2	239.4	233.8	268.4	294.3	352.3
Barrel of Oil Equivalent/Day																
All	47	49	111	75,466	153.9	171.9	172.3	185.5	191.0	217.6	212.6	235.7	238.6	285.9	295.7	355.1
Under 10,000	6	*6	20	--	144.2	153.7	157.6	174.8	161.7	190.1	192.0	222.6	198.0	227.4	228.3	265.3
Under 5,000	5	*5	19	--	142.3	153.5	157.5	174.9	157.2	187.9	190.3	220.5	193.4	226.2	224.9	256.3
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	27	27	40	45,825	153.1	170.0	166.3	176.8	186.5	203.0	204.3	223.1	242.6	293.8	288.7	331.9
10,000 < 25,000	8	8	8	--	146.4	157.8	156.6	175.7	154.6	190.5	182.9	205.3	183.6	280.3	257.2	312.7
25,000 < 100,000	19	19	32	71,186	155.8	171.4	168.7	176.8	191.0	213.5	209.6	224.4	248.3	310.8	296.6	333.3
100,000 and Over	15	16	51	258,000	166.8	178.9	182.7	192.0	204.6	229.0	227.2	248.4	254.9	338.3	327.5	399.4
100,000 < 300,000	10	10	25	132,506	170.9	182.0	180.4	191.2	212.7	232.5	235.8	261.8	256.9	288.0	318.4	387.2
300,000 and Over	5	6	26	478,500	160.0	175.3	185.0	202.1	199.1	222.0	219.0	241.9	243.1	357.5	336.2	402.2
Total Employment																
Less than 75	8	8	9	--	98.9	123.4	123.3	150.1	109.6	143.7	141.4	170.4	112.9	147.0	184.5	286.4
75 < 350	22	22	27	211	134.1	157.1	151.9	166.8	145.5	191.0	180.7	205.0	165.5	240.2	230.9	292.0
350 < 1,500	34	35	64	675	131.6	152.9	152.6	178.6	147.1	173.7	180.7	219.1	152.1	199.5	220.0	284.6
1,500 and Over	37	49	210	3,505	133.8	152.7	154.2	172.7	145.6	187.4	187.6	220.9	150.8	211.1	226.4	278.4

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2015

CA MTCS for the Energy Sector

120.100.220 Human Resources Manager

Specialization: Benefits

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas. employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

Incumbents in the same position:	8									Year over Year % Increase (Mean):	2.6%		
(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	9	13	93
Base Salary – Inc Weighted (All)	10	10	14	74.5	92.2	137.1	135.0	170.5	210.4	Other Guaranteed Cash	1	1	7
Base Salary – Org Weighted (All)	10	10	N/A	83.1	117.5	151.9	150.9	172.0	240.8	Other Non-Guaranteed Cash	1	1	7
STI Granted (\$ Amount) Recvg	8	8	9	--	18.8	32.4	31.6	44.2	--	LTI	6	6	43
STI Granted (% of Base) Recvg	8	8	9	--	15.5	20.4	21.5	29.1	--	Overtime	2	2	14
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--				
Total Cash Comp – Inc Weighted (All)	10	10	14	74.5	94.9	173.3	155.3	195.4	235.3	Salary Range	Dist. Orgs	Num Obs	Median
Total Cash Comp – Org Weighted (All)	10	10	N/A	85.7	135.3	185.8	174.6	209.0	245.8	Minimum	7	7	125.4
Target Annual Cash Compensation										Midpoint	7	7	156.7
STI Threshold (% of Base) Eligible	4	*4	5	--	--	7.5	7.2	--	--	Maximum	7	7	188.1
STI Target (% of Base) Eligible	8	8	9	--	15.0	18.8	17.5	20.5	--	Compa-ratio	7	7	99.3
STI Maximum (% of Base) Eligible	6	6	7	--	30.0	40.0	36.6	43.0	--				
Target Total Cash Compensation	9	9	10	106.9	140.7	169.4	171.4	204.8	244.2	Demographics	Dist. Orgs	Num Obs	Median
Estimated Total Direct Compensation										Graduation Year	*2	2	--
Total Perquisite Value (\$ Amount)	5	5	5	--	0.7	4.0	3.9	7.0	--	Year of Birth	9	13	1968
Total LTI (\$ Amount) – Recvg	4	4	4	--	--	98.5	93.3	--	--				
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All	9	9	10	106.9	140.8	171.4	194.8	228.3	391.7		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	315.4	313.7	--	--	Hired since 2014	8	12	0
Total Direct Comp (\$ Amount) – All	10	10	14	74.5	95.1	173.9	183.3	229.4	385.1				
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.

120.100.220 Human Resources Manager**Specialization: Compensation and Benefits**

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

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)	12	12	12	118.5	137.7	155.8	166.2	201.8	221.2
Base Salary – Org Weighted (All)	12	12	N/A	118.5	137.7	155.8	166.2	201.8	221.2
STI Granted (\$ Amount) Recvg	9	9	9	--	23.7	42.0	47.2	76.8	--
STI Granted (% of Base) Recvg	9	9	9	--	15.3	23.5	24.8	35.8	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	12	12	12	118.5	140.3	191.8	201.6	269.8	303.5
Total Cash Comp – Org Weighted (All)	12	12	N/A	118.5	140.3	191.8	201.6	269.8	303.5

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	3	3	--	--	--	15.0	--	--
STI Target (% of Base) Eligible	11	11	11	8.1	15.0	20.0	20.4	25.0	29.2
STI Maximum (% of Base) Eligible	10	10	10	9.5	28.1	35.0	33.0	40.0	49.0
Target Total Cash Compensation	12	12	12	123.9	155.6	194.5	199.2	244.6	275.0

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	9	9	9	--	4.1	5.9	7.8	8.1	--
Total LTI (\$ Amount) – Recvg	8	8	8	--	27.7	51.5	73.2	131.2	--
Target Total Direct Comp (\$ Amount) – Recvg	8	8	8	--	225.6	311.5	309.3	387.7	--
Target Total Direct Comp (\$ Amount) – All	12	12	12	123.9	157.4	242.0	253.8	333.5	421.3
Total Direct Comp (\$ Amount) – Recvg	8	8	8	--	220.3	309.0	317.9	421.1	--
Total Direct Comp (\$ Amount) – All	12	12	12	118.5	142.0	236.6	256.2	346.7	454.7

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):

2.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	11	11	92
Other Guaranteed Cash	3	3	25
Other Non-Guaranteed Cash	3	3	25
LTI	8	8	67
Overtime	1	1	8

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	10	10	136.7
Midpoint	10	10	170.9
Maximum	10	10	200.4
Compa-ratio	10	10	100.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	3	3	--
Year of Birth	12	12	1971

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	12	12	8

120.100.220 Human Resources Manager**Specialization: Compensation**

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

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)	9	9	10	91.1	130.7	146.8	149.9	169.9	217.9
Base Salary – Org Weighted (All)	9	9	N/A	--	130.0	143.8	150.6	173.9	--
STI Granted (\$ Amount) Recvg	6	6	7	--	14.5	35.0	28.9	40.0	--
STI Granted (% of Base) Recvg	6	6	7	--	8.7	22.0	19.1	26.6	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	9	9	10	91.1	140.7	181.8	170.7	196.6	222.0
Total Cash Comp – Org Weighted (All)	9	9	N/A	--	146.2	180.4	171.4	205.1	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	4	4	--	--	7.5	8.6	--	--
STI Target (% of Base) Eligible	6	6	7	--	15.0	20.0	19.4	21.0	--
STI Maximum (% of Base) Eligible	6	6	7	--	30.0	31.5	35.4	40.0	--
Target Total Cash Compensation	7	7	8	--	155.4	173.9	179.4	207.4	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	3	3	3	--	--	--	5.8	--	--
Total LTI (\$ Amount) – Recvg	4	*4	5	--	--	45.0	74.6	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	3	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	7	7	8	--	160.0	198.5	207.8	226.3	--
Total Direct Comp (\$ Amount) – Recvg	4	*4	5	--	--	228.2	267.4	--	--
Total Direct Comp (\$ Amount) – All	9	9	10	91.1	160.0	187.4	209.7	255.7	380.7

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
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Year over Year % Increase (Mean):

3.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	8	9	90
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	2	3	30
LTI	4	5	50
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	6	7	131.0
Midpoint	6	7	158.6
Maximum	6	7	190.3
Compa-ratio	6	7	91.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	9	10	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	8	9	22

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

2015

CA MTCS for the Energy Sector

120.100.220 Human Resources Manager

Specialization: Generalist

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

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)	48	54	67	112.4	135.2	155.1	155.3	167.1	187.0
Base Salary – Org Weighted (All)	48	54	N/A	112.3	135.9	156.9	155.3	170.6	187.6
STI Granted (\$ Amount) Recvg	40	42	52	15.9	24.1	36.6	36.9	45.0	61.8
STI Granted (% of Base) Recvg	40	42	52	10.7	16.3	24.3	24.0	28.9	35.2
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	7	7	--	2.8	5.0	12.0	18.4	--
Total Cash Comp – Inc Weighted (All)	48	54	67	127.4	158.1	186.9	185.2	207.0	246.3
Total Cash Comp – Org Weighted (All)	48	54	N/A	123.3	157.5	187.6	184.3	207.4	240.6

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	10	13	18	7.4	7.5	7.8	9.8	10.0	16.9
STI Target (% of Base) Eligible	35	40	51	15.0	17.5	20.0	21.5	25.0	30.0
STI Maximum (% of Base) Eligible	27	32	42	20.8	30.0	30.0	37.5	42.5	58.5
Target Total Cash Compensation	39	45	58	133.7	157.7	189.9	187.5	217.2	233.6

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	29	30	36	0.4	1.8	5.1	5.1	7.2	8.7
Total LTI (\$ Amount) – Recvg	30	31	35	11.3	21.8	45.0	56.4	67.7	149.9
Target Total Direct Comp (\$ Amount) – Recvg	25	26	30	184.9	213.3	243.3	251.8	275.2	319.0
Target Total Direct Comp (\$ Amount) – All	39	45	58	133.8	165.0	216.6	217.5	250.0	311.3
Total Direct Comp (\$ Amount) – Recvg	30	31	35	178.7	219.4	248.2	260.2	296.5	355.6
Total Direct Comp (\$ Amount) – All	48	54	67	131.1	160.2	208.9	217.4	250.0	312.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	6	9	--	4.2	13.0	13.1	20.5	--
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

4.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	44	60	90
Other Guaranteed Cash	11	14	21
Other Non-Guaranteed Cash	14	18	27
LTI	33	41	61
Overtime	1	2	3

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	25	39	130.0
Midpoint	25	39	158.6
Maximum	25	39	190.3
Compa-ratio	25	39	99.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	14	17	1996
Year of Birth	48	67	1969

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	47	66	11

120.100.220 Human Resources Manager**Specialization: Human Resources Information Systems**

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

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)	7	7	8	--	150.3	160.6	161.3	169.9	--
Base Salary – Org Weighted (All)	7	7	N/A	--	147.0	161.1	160.9	170.3	--
STI Granted (\$ Amount) Recvg	7	7	8	--	26.4	36.2	41.7	50.1	--
STI Granted (% of Base) Recvg	7	7	8	--	15.5	22.4	26.0	29.9	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	7	7	8	--	195.2	199.8	203.4	235.0	--
Total Cash Comp – Org Weighted (All)	7	7	N/A	--	195.1	199.8	203.9	242.7	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	6	6	6	--	17.5	23.0	26.0	35.0	--
STI Maximum (% of Base) Eligible	4	4	4	--	--	40.0	43.3	--	--
Target Total Cash Compensation	6	6	6	--	180.3	207.7	202.9	227.6	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	4	*4	5	--	--	6.1	6.4	--	--
Total LTI (\$ Amount) – Recvg	4	*4	5	--	--	48.0	86.3	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	263.0	--	--
Target Total Direct Comp (\$ Amount) – All	6	6	6	--	180.3	235.2	225.2	264.2	--
Total Direct Comp (\$ Amount) – Recvg	4	*4	5	--	--	288.0	307.6	--	--
Total Direct Comp (\$ Amount) – All	7	7	8	--	203.9	260.4	261.3	335.9	--

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):

1.5%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	7	8	100
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	1	1	13
LTI	4	5	63
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	5	6	141.8
Midpoint	5	6	172.4
Maximum	5	6	206.8
Compa-ratio	5	6	102.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	7	8	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	7	8	13

120.100.220 Human Resources Manager**Specialization: Labour Relations**

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

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)	9	10	11	132.0	143.5	160.0	159.7	171.6	189.1
Base Salary – Org Weighted (All)	9	10	N/A	131.6	141.5	165.0	158.3	172.1	180.7
STI Granted (\$ Amount) Recvg	7	7	8	--	20.1	37.5	36.2	51.6	--
STI Granted (% of Base) Recvg	7	7	8	--	12.0	22.9	21.6	30.5	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	9	10	11	133.4	143.5	181.2	186.0	225.0	232.5
Total Cash Comp – Org Weighted (All)	9	10	N/A	132.2	143.2	178.1	183.2	219.4	231.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	3	3	--	--	--	8.7	--	--
STI Target (% of Base) Eligible	8	9	10	8.7	15.0	19.4	19.2	25.0	25.9
STI Maximum (% of Base) Eligible	6	7	8	--	23.9	29.1	28.2	35.6	--
Target Total Cash Compensation	8	9	10	146.9	161.4	194.7	190.9	217.6	228.5

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	7	8	9	--	1.0	2.1	2.8	5.0	--
Total LTI (\$ Amount) – Recvg	4	*4	5	--	--	47.0	52.2	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	4	--	--	--	246.6	--	--
Target Total Direct Comp (\$ Amount) – All	8	9	10	151.2	163.7	209.3	209.3	252.7	274.1
Total Direct Comp (\$ Amount) – Recvg	4	*4	5	--	--	257.6	254.9	--	--
Total Direct Comp (\$ Amount) – All	9	10	11	134.3	148.9	225.0	212.0	257.6	280.0

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	4	--	--	--	21.5	--	--
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Year over Year % Increase (Mean):

2.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	9	11	100
Other Guaranteed Cash	5	6	55
Other Non-Guaranteed Cash	4	5	45
LTI	5	6	55
Overtime	2	2	18

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	7	9	144.7
Midpoint	7	9	172.7
Maximum	7	9	198.6
Compa-ratio	7	9	99.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	9	11	1971

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	9	11	0

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

120.100.220 Human Resources Manager**Specialization:** Organizational Development

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

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	--	148.0	178.4	173.1	192.9	--
Base Salary – Org Weighted (All)	6	6	N/A	--	148.0	178.4	173.1	192.9	--
STI Granted (\$ Amount) Recvg	6	6	6	--	29.2	38.7	41.0	60.2	--
STI Granted (% of Base) Recvg	6	6	6	--	16.4	22.4	23.3	34.7	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	6	6	--	178.0	227.1	214.6	239.9	--
Total Cash Comp – Org Weighted (All)	6	6	N/A	--	178.0	227.1	214.6	239.9	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	6	6	6	--	16.6	22.5	21.2	27.0	--
STI Maximum (% of Base) Eligible	6	6	6	--	30.1	39.5	37.4	45.0	--
Target Total Cash Compensation	6	6	6	--	173.1	218.7	211.4	246.5	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	4	4	4	--	--	2.8	3.0	--	--
Total LTI (\$ Amount) – Recvg	4	4	4	--	--	44.9	54.9	--	--
Target Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	282.3	283.2	--	--
Target Total Direct Comp (\$ Amount) – All	6	6	6	--	195.9	251.1	249.9	299.9	--
Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	276.5	284.2	--	--
Total Direct Comp (\$ Amount) – All	6	6	6	--	208.3	250.7	253.2	299.0	--

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):

0.6%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	6	100
Other Guaranteed Cash	2	2	33
Other Non-Guaranteed Cash	3	3	50
LTI	4	4	67
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	4	4	142.3
Midpoint	4	4	173.0
Maximum	4	4	207.5
Compa-ratio	4	4	102.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	6	6	1970

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

CA MTCS for the Energy Sector

120.100.220 Human Resources Manager

Specialization: Recruiting

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

Incumbents in the same position:

11

(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	15	108.2	120.0	153.9	145.5	168.8	184.2
Base Salary – Org Weighted (All)	11	11	N/A	103.3	125.0	155.5	150.9	173.0	188.5
STI Granted (\$ Amount) Recvg	9	9	10	22.9	35.4	41.8	44.6	56.9	73.5
STI Granted (% of Base) Recvg	9	9	10	15.1	23.3	25.9	27.7	34.8	39.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	11	15	108.2	120.0	176.4	175.3	214.2	248.1
Total Cash Comp – Org Weighted (All)	11	11	N/A	103.3	164.5	193.9	188.1	232.7	260.2

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	3	3	--	--	--	9.2	--	--
STI Target (% of Base) Eligible	10	10	14	15.0	18.8	20.0	21.1	25.0	27.5
STI Maximum (% of Base) Eligible	7	7	8	--	40.0	40.0	43.0	50.0	--
Target Total Cash Compensation	11	11	15	118.5	138.0	184.7	175.4	202.6	230.5

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	8	8	12	0.3	0.3	3.8	3.3	6.0	6.5
Total LTI (\$ Amount) – Recvg	5	5	6	--	38.4	56.0	70.9	114.6	--
Target Total Direct Comp (\$ Amount) – Recvg	5	5	6	--	222.4	237.2	270.5	342.5	--
Target Total Direct Comp (\$ Amount) – All	11	11	15	118.7	138.3	206.4	206.4	232.4	348.7
Total Direct Comp (\$ Amount) – Recvg	5	5	6	--	232.8	244.3	283.7	361.7	--
Total Direct Comp (\$ Amount) – All	11	11	15	108.3	120.3	214.2	206.3	240.4	369.5

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):

3.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	10	14	93
Other Guaranteed Cash	1	1	7
Other Non-Guaranteed Cash	3	3	20
LTI	7	8	53
Overtime	1	4	27

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	8	12	111.1
Midpoint	8	12	144.9
Maximum	8	12	173.9
Compa-ratio	8	12	101.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	10	14	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	15	13

2015

CA MTCS for the Energy Sector

120.100.220 Human Resources Manager

Specialization: Training

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas. employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

Incumbents in the same position:

10

(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	16	80.5	119.6	132.7	132.9	150.5	173.0
Base Salary – Org Weighted (All)	11	11	N/A	76.1	130.6	139.0	134.2	148.3	175.4
STI Granted (\$ Amount) Recvg	8	*8	11	6.9	12.3	24.6	25.7	36.0	56.4
STI Granted (% of Base) Recvg	8	*8	11	5.1	9.7	14.4	17.4	25.9	32.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	11	16	80.5	122.7	155.7	151.1	172.7	213.7
Total Cash Comp – Org Weighted (All)	11	11	N/A	76.1	140.8	158.1	155.2	175.0	228.5

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	*5	9	--	5.0	7.5	8.7	11.0	--
STI Target (% of Base) Eligible	9	*9	13	7.4	15.0	20.0	21.2	27.5	42.0
STI Maximum (% of Base) Eligible	9	*9	13	9.3	26.3	31.5	37.9	52.0	81.6
Target Total Cash Compensation	10	10	15	95.0	150.2	159.8	163.8	181.4	225.7

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	5	*5	9	--	1.7	5.4	7.1	13.2	--
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	48.5	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	238.8	--	--
Target Total Direct Comp (\$ Amount) – All	10	10	15	95.3	150.2	173.1	177.8	200.4	281.5
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	250.8	--	--
Total Direct Comp (\$ Amount) – All	11	11	16	80.7	132.6	155.7	164.2	184.3	257.7

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):

2.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	10	14	88
Other Guaranteed Cash	4	4	25
Other Non-Guaranteed Cash	2	2	13
LTI	3	3	19
Overtime	1	2	13

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*8	13	113.4
Midpoint	*8	13	131.0
Maximum	*8	13	156.3
Compa-ratio	8	13	100.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	11	16	1969

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	15	13

2015

CA MTCS for the Energy Sector

120.100.220 Human Resources Manager**Specialization:** Talent Management/Workforce Planning

This position plans, designs, develops, implements and administers policies and programs through functional supervision in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health and safety. Taking a strategic approach and working in partnership with the senior management team, the incumbent is responsible for providing leadership to create value for the company and employees. Incumbent may have additional responsibility for administration. This position typically reports to a Human Resources Director.

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)	11	12	14	116.2	141.6	153.3	156.7	173.7	194.9
Base Salary – Org Weighted (All)	11	12	N/A	114.7	141.9	153.3	155.5	171.0	194.5
STI Granted (\$ Amount) Recvg	8	8	9	--	35.5	45.0	45.3	56.0	--
STI Granted (% of Base) Recvg	8	8	9	--	22.9	29.3	27.0	30.7	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	12	14	126.2	141.6	183.7	186.6	225.6	254.2
Total Cash Comp – Org Weighted (All)	11	12	N/A	120.7	142.9	183.7	185.7	220.5	254.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*4	5	--	--	10.0	10.6	--	--
STI Target (% of Base) Eligible	11	12	14	12.5	15.0	20.0	19.0	22.8	25.5
STI Maximum (% of Base) Eligible	9	10	12	16.5	24.4	30.8	34.4	43.0	55.0
Target Total Cash Compensation	11	12	14	133.6	167.4	183.7	187.8	218.4	238.7

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	8	9	11	1.1	2.8	4.0	5.6	9.0	12.6
Total LTI (\$ Amount) – Recvg	7	7	8	--	34.6	70.2	78.9	131.9	--
Target Total Direct Comp (\$ Amount) – Recvg	7	7	8	--	227.4	299.5	292.7	367.5	--
Target Total Direct Comp (\$ Amount) – All	11	12	14	140.3	170.2	210.4	237.4	311.9	388.6
Total Direct Comp (\$ Amount) – Recvg	7	7	8	--	236.4	311.4	303.4	378.4	--
Total Direct Comp (\$ Amount) – All	11	12	14	132.9	144.4	220.4	236.1	316.9	398.0

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):

2.5%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	11	14	100
Other Guaranteed Cash	1	1	7
Other Non-Guaranteed Cash	3	3	21
LTI	7	8	57
Overtime	1	1	7

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	8	9	146.8
Midpoint	8	9	159.5
Maximum	8	9	187.2
Compa-ratio	8	9	101.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	10	13	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	14	14

120.100.240 Human Resources Administrator**Specialization:** All Incumbents

This position is responsible for a variety of human resource administrative functions. This individual may be involved in assisting with recruiting, administering employee benefit programs, maintaining personnel files, and coordinating training programs including tuition payment and organizing course materials. Often clerical or administrative positions, such as a receptionist, report through this individual for work allocation and performance feedback. In smaller organizations, this position may oversee administering all of the human resource and payroll needs of the organization.

Incumbents in the same position:	34									Year over Year % Increase (Mean):	4.2%		
(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)	33	33	62	46.9	51.9	62.8	63.5	71.6	83.3	STI	30	44	71
Base Salary – Org Weighted (All)	33	33	N/A	49.3	54.0	62.2	63.0	69.5	79.0	Other Guaranteed Cash	8	10	16
STI Granted (\$ Amount) Recvg	25	25	36	1.8	4.2	6.8	7.5	8.3	13.7	Other Non-Guaranteed Cash	7	10	16
STI Granted (% of Base) Recvg	25	25	36	3.1	5.8	9.9	11.4	14.0	20.4	LTI	12	16	26
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	12	27	44
Total Cash Comp – Inc Weighted (All)	33	33	62	49.9	54.9	66.8	67.9	76.4	83.3				
Total Cash Comp – Org Weighted (All)	33	33	N/A	50.0	58.5	65.2	68.6	74.3	87.6				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	8	8	12	2.6	3.0	3.4	3.6	3.9	6.1	Minimum	14	32	56.0
STI Target (% of Base) Eligible	26	26	40	5.1	7.0	10.0	11.0	10.0	20.0	Midpoint	14	32	65.8
STI Maximum (% of Base) Eligible	19	19	29	10.0	10.9	15.0	16.5	18.0	22.0	Maximum	14	32	76.6
Target Total Cash Compensation	30	30	58	50.0	55.7	69.7	68.8	76.6	83.6	Compa-ratio	14	32	103.7
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	15	15	26	0.3	0.3	0.3	1.1	1.6	3.3	Graduation Year	6	6	1996
Total LTI (\$ Amount) – Recvg	9	9	10	1.0	4.3	7.0	9.6	12.2	31.5	Year of Birth	31	58	1983
Target Total Direct Comp (\$ Amount) – Recvg	9	9	10	55.5	64.0	83.2	88.9	101.9	158.1				
Target Total Direct Comp (\$ Amount) – All	30	30	58	51.2	56.9	70.8	70.9	77.4	87.7				
Total Direct Comp (\$ Amount) – Recvg	9	9	10	51.4	59.8	79.5	86.6	102.7	155.7				
Total Direct Comp (\$ Amount) – All	33	33	62	50.5	56.5	67.0	69.9	76.6	83.9				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	5	--	--	9.3	8.5	--	--	Hired since 2014	30	58	24

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

2015

CA MTCS for the Energy Sector

Scope Analysis

120.100.240 Human Resources Administrator

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	13	61.5	67.2	69.3	74.1	64.4	71.2	78.2	92.9	65.5	75.5	84.6	103.4
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	11	11	13	61.5	67.2	69.3	74.1	64.4	71.2	78.2	92.9	65.5	75.5	84.6	103.4
Services and Drilling	8	8	16	45.1	51.8	53.2	61.9	47.0	54.7	56.3	66.4	50.4	55.0	57.8	69.3
Services and Equipment	6	*6	14	45.2	51.8	53.2	61.6	48.8	54.7	56.1	65.8	50.7	55.0	57.8	67.6
Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	*3	13	--	--	75.5	--	--	--	77.8	--	--	--	77.8	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*3	5	--	--	65.4	--	--	--	70.0	--	--	--	73.2	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	3	*3	5	--	--	62.1	--	--	--	65.5	--	--	--	65.5	--
Engineering, Procurement & Construction	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	5	--	--	59.0	--	--	--	65.7	--	--	--	65.7	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	27	27	50	57.1	65.8	65.8	76.3	62.2	70.2	70.4	77.5	62.4	71.2	72.7	81.6
Calgary	20	20	28	51.6	65.0	63.5	71.2	55.7	65.3	68.2	76.3	57.8	67.0	71.9	80.5
Edmonton	3	*3	11	--	--	72.7	--	--	--	74.0	--	--	--	74.1	--
Fort McMurray	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	6	6	8	52.9	62.1	61.7	67.4	57.1	70.5	67.8	73.9	57.1	70.5	67.8	73.9
Manitoba/Saskatchewan	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
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.

120.100.240 Human Resources Administrator

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	28	52	2.1	55.4	65.0	64.5	72.7	61.6	67.6	69.4	76.6	61.8	69.5	71.7	77.3
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	6	6	6	--	51.4	66.5	67.4	77.5	53.7	70.6	79.2	106.8	55.9	77.1	88.6	120.2
\$500 < \$1 Billion	3	*3	10	--	--	--	75.1	--	--	--	75.3	--	--	--	75.4	--
\$1 < \$3 Billion	9	9	21	2.4	50.5	57.4	57.1	63.8	52.7	65.0	61.6	66.9	52.9	65.5	63.9	67.0
\$3 < \$5 Billion	3	*3	5	--	--	--	66.6	--	--	--	72.4	--	--	--	72.5	--
\$5 Billion and Over	5	5	8	--	66.3	67.4	69.7	69.7	68.9	73.7	75.7	76.3	69.1	73.7	76.8	76.5
Barrel of Oil Equivalent/Day																
All	11	11	13	26,600	61.5	67.2	69.3	74.1	64.4	71.2	78.2	92.9	65.5	75.5	84.6	103.4
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	7	7	8	--	60.8	65.0	70.0	76.1	64.1	68.1	79.9	96.4	64.8	74.3	88.6	105.0
10,000 < 25,000	3	3	3	--	--	--	77.7	--	--	--	99.4	--	--	--	116.3	--
25,000 < 100,000	4	*4	5	--	--	65.0	65.4	--	--	65.0	68.2	--	--	67.0	72.0	--
100,000 and Over	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	8	8	9	--	49.7	58.8	62.5	71.3	51.9	63.8	68.5	77.7	53.8	64.0	76.3	82.8
350 < 1,500	7	7	9	--	56.8	62.7	63.3	69.1	61.9	65.0	66.8	72.7	62.1	65.0	70.5	80.9
1,500 and Over	13	13	35	3,241	57.3	67.2	65.8	76.6	65.0	71.9	70.0	76.6	65.0	71.9	70.3	76.6

*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

120.100.320 Human Resources Analyst E

Specialization: All Incumbents

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

Incumbents in the same position:

174

(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)	60	67	315	114.3	130.6	145.0	143.8	158.0	171.9
Base Salary – Org Weighted (All)	60	67	N/A	110.3	125.7	140.0	138.5	151.9	162.1
STI Granted (\$ Amount) Recvg	51	58	279	12.0	22.3	29.8	32.8	40.1	55.1
STI Granted (% of Base) Recvg	51	58	279	9.2	15.4	20.3	21.7	26.5	34.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	10	10	25	0.8	1.5	4.0	5.6	7.8	11.0
Total Cash Comp – Inc Weighted (All)	60	67	315	119.8	151.0	174.1	173.3	195.6	219.4
Total Cash Comp – Org Weighted (All)	60	67	N/A	113.4	142.0	163.8	163.9	190.1	204.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	6	*7	24	2.5	2.5	4.0	5.6	9.4	10.0
STI Target (% of Base) Eligible	46	52	267	15.0	15.0	20.0	18.8	20.0	25.0
STI Maximum (% of Base) Eligible	35	41	226	18.0	30.0	40.0	38.2	44.0	51.5
Target Total Cash Compensation	52	58	288	127.7	153.2	174.6	171.1	191.4	206.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	32	36	149	0.3	0.6	4.2	3.5	5.6	6.8
Total LTI (\$ Amount) – Recvg	39	45	228	10.0	18.0	26.7	41.3	56.7	86.9
Target Total Direct Comp (\$ Amount) – Recvg	34	39	206	166.3	185.9	209.5	222.7	245.5	286.9
Target Total Direct Comp (\$ Amount) – All	52	58	288	131.5	166.3	197.0	202.0	233.3	276.8
Total Direct Comp (\$ Amount) – Recvg	39	45	228	166.0	186.4	210.6	226.8	252.3	304.1
Total Direct Comp (\$ Amount) – All	60	67	315	126.0	166.0	196.9	204.8	236.2	289.9

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	17	18	76	1.2	2.7	5.7	9.6	18.6	23.1
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Year over Year % Increase (Mean):

2.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	55	294	93
Other Guaranteed Cash	26	110	35
Other Non-Guaranteed Cash	21	100	32
LTI	42	246	78
Overtime	6	16	5

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	34	260	124.7
Midpoint	34	260	148.8
Maximum	34	260	182.0
Compa-ratio	34	260	98.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	19	78	1997
Year of Birth	58	312	1970

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	57	307	15

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