

2015

CA MTCS for the Energy Sector

Scope Analysis

330.416.340 Systems Administrator 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	13	16	45	1 3	92.8	99.4	99.7	107.2	92.8	106.8	108.1	117.0	93.1	110.2	112.7	121.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	4	4	--	--	98.4	104.9	--	--	105.9	116.7	--	--	105.9	118.5	--
\$500 < \$1 Billion	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	3	*3	13	--	--	--	91.0	--	--	--	93.0	--	--	--	100.2	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*6	20	28.0	99.1	103.8	107.2	110.9	107.2	116.6	122.5	128.3	111.4	116.6	127.6	134.1
Barrel of Oil Equivalent/Day																
All	3	*3	7	--	--	--	100.9	--	--	--	111.1	--	--	--	118.4	--
Under 10,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	6	*6	12	1,203	88.5	92.8	93.3	98.8	90.9	92.8	96.6	106.3	90.9	92.8	98.5	106.3
1,500 and Over	5	8	26	5,150	97.6	103.8	105.6	112.1	106.3	115.2	117.5	123.6	106.3	115.2	121.5	128.0

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

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

330.416.350 Systems Administrator B**Specialization: All Incumbents**

Under general supervision, conducts business requirements reviews and independently formulates logical statements of business requirements. May participate in joint application development sessions. Analyzes and revises existing system logic difficulties. May make suggestions for problem solutions or software enhancements. Partners with business process experts to learn and understand problems with software. Typically has had prior experience as an application programmer or developer.

Incumbents in the same position:	30									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)	12	15	51	73.6	77.6	88.0	86.7	92.8	104.1	STI	10	48	94
Base Salary – Org Weighted (All)	12	15	N/A	71.7	79.5	85.0	85.3	93.4	98.4	Other Guaranteed Cash	2	5	10
STI Granted (\$ Amount) Recvg	8	11	45	4.9	8.7	9.7	10.7	12.7	17.3	Other Non-Guaranteed Cash	3	24	47
STI Granted (% of Base) Recvg	8	11	45	5.2	10.3	12.3	12.2	13.7	18.8	LTI	5	15	29
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	5	25	49
Total Cash Comp – Inc Weighted (All)	12	15	51	81.4	86.8	95.0	96.2	102.3	116.5				
Total Cash Comp – Org Weighted (All)	12	15	N/A	73.6	85.8	92.7	93.4	102.6	114.6				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	2	*2	3	--	--	--	--	--	--	Minimum	*5	38	76.4
STI Target (% of Base) Eligible	10	13	48	8.0	8.0	10.0	10.1	10.0	12.5	Midpoint	*5	38	95.5
STI Maximum (% of Base) Eligible	7	10	41	12.0	12.0	20.0	20.8	21.0	37.5	Maximum	*5	38	114.6
Target Total Cash Compensation	12	15	51	80.9	85.2	96.5	95.0	102.1	113.4	Compa-ratio	5	38	91.4
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	5	*7	25	0.4	0.4	0.9	0.7	0.9	0.9	Graduation Year	*3	5	--
Total LTI (\$ Amount) – Recvg	3	*3	4	--	--	--	12.5	--	--	Year of Birth	11	50	1977
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	4	--	--	--	101.1	--	--				
Target Total Direct Comp (\$ Amount) – All	12	15	51	80.9	85.2	96.9	96.3	103.4	114.7				
Total Direct Comp (\$ Amount) – Recvg	3	*3	4	--	--	--	99.5	--	--		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – All	12	15	51	81.4	86.8	95.9	97.5	106.0	119.1	Hired since 2014	12	51	18
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*3	5	--	--	--	--	--	--				

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

330.416.350 Systems Administrator B

350:410:350

Systems Administrator, 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	*5	11	82.0	88.3	88.5	93.2	95.0	103.4	104.2	111.9	100.9	111.3	108.7	115.6
Fully Integrated	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	3	*4	10	--	88.2	87.3	--	--	102.2	102.7	--	--	109.4	107.6	--
Services and Drilling	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	13	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*3	16	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	8	*11	32	77.1	82.0	83.6	89.4	85.3	93.8	94.1	101.0	85.3	94.8	95.6	103.4
Calgary	8	9	13	79.7	85.0	85.6	91.5	86.6	94.8	94.3	100.6	86.8	95.2	97.9	110.3
Edmonton	1	*1	14	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	13	--	--	--	--	--	--	--	--	--	--	--	--
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

330.416.350 Systems Administrator B

350.410.350

Systems Administrator L

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	9	12	46	2.3	77.3	87.8	86.5	92.9	86.6	95.2	96.3	102.6	86.6	96.1	97.7	108.5
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	1	*1	13	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*6	24	28.0	76.0	81.5	83.5	89.8	85.3	93.9	95.6	103.1	85.3	94.1	95.8	103.4
Barrel of Oil Equivalent/Day																
All	4	*4	8	--	--	86.3	84.6	--	--	94.8	93.0	--	--	97.4	97.8	--
Under 10,000	3	*3	6	--	--	--	84.5	--	--	--	91.4	--	--	--	91.4	--
Under 5,000	3	*3	6	--	--	--	84.5	--	--	--	91.4	--	--	--	91.4	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	5	*5	8	--	80.1	83.5	82.8	89.5	83.3	94.8	91.1	100.8	85.2	97.7	97.6	112.5
350 < 1,500	2	*2	15	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	3	*6	24	8,880	76.0	81.5	83.5	89.8	85.3	93.9	95.6	103.1	85.3	94.1	95.8	103.4

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

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330.416.360 Systems Administrator A

Specialization: All Incumbents

Under direct supervision, documents existing workflow and current business process, gathers information on user and business requirements, and drafts system specifications for simpler and smaller systems or modules and components of larger systems. Typically has had prior experience as an application programmer or developer.

Incumbents in the same position:	6									Year over Year % Increase (Mean):			2.0%
(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)	6	6	9	--	63.0	65.8	66.4	68.4	--	STI	4	7	78
Base Salary – Org Weighted (All)	6	6	N/A	--	61.8	64.8	65.3	69.5	--	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	4	*4	7	--	--	7.5	7.2	--	--	Other Non-Guaranteed Cash	1	1	11
STI Granted (% of Base) Recvg	4	*4	7	--	--	9.5	11.1	--	--	LTI	0	0	0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	2	2	22
Total Cash Comp – Inc Weighted (All)	6	6	9	--	68.8	70.7	72.0	73.2	--				
Total Cash Comp – Org Weighted (All)	6	6	N/A	--	68.2	70.7	71.0	74.6	--				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	1	*1	3	--	--	--	--	--	--	Minimum	0	0	--
STI Target (% of Base) Eligible	4	*4	7	--	--	10.0	10.6	--	--	Midpoint	0	0	--
STI Maximum (% of Base) Eligible	3	*3	6	--	--	--	16.0	--	--	Maximum	0	0	--
Target Total Cash Compensation	6	6	9	--	68.9	70.4	71.7	72.0	--	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	2	*2	2	--	--	--	--	--	--	Graduation Year	0	0	--
Total LTI (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--	Year of Birth	6	9	1976
Target Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All	6	6	9	--	68.9	70.4	71.8	72.0	--				
Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	6	6	9	--	69.0	70.7	72.0	73.2	--				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--	Hired since 2014	6	9	0

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2015

CA MTCS for the Energy Sector

Scope Analysis

330.416.360 Systems Administrator 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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	4	*4	7	--	66.3	67.0	--	--	71.1	73.0	--	--	71.1	73.1	--
Services and Equipment	4	*4	7	--	66.3	67.0	--	--	71.1	73.0	--	--	71.1	73.1	--
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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	6	6	8	62.8	64.9	66.4	68.7	69.1	70.9	72.4	73.8	69.1	70.9	72.4	73.8
Calgary	5	5	7	63.5	65.8	66.9	69.0	69.0	71.1	72.6	74.4	69.0	71.1	72.6	74.4
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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	--	--	--	--	--	--	--	--	--	--	--	--

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CA MTCS for the Energy Sector

Scope Analysis

330.416.360 Systems Administrator A

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	5	*5	8	--	62.8	65.2	66.5	68.7	69.1	70.9	72.7	73.8	69.1	70.9	72.8	73.8
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	3	*3	6	--	--	--	68.3	--	--	--	72.8	--	--	--	72.8	--
1,500 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--

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CA MTCS for the Energy Sector

400.000.120 Top Sales and Marketing Executive - Corporate

Specialization: All Incumbents

Responsible for planning, directing, and coordinating the total marketing and sales effort of the organization for retail, commercial, and/or distributor customers. Develops marketing concepts in keeping with organization goals and objectives and works jointly with manufacturing, production/processing, and transportation executives to promote customer service. May coordinate organization advertising and public relations activities. Frequently reports to the Chief Executive Officer or Chief Operating Officer. 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:	8								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Actual Annual Cash Compensation									
Base Salary – Inc Weighted (All)	13	13	13	183.2	190.0	271.4	261.5	301.0	374.0
Base Salary – Org Weighted (All)	13	13	N/A	183.2	190.0	271.4	261.5	301.0	374.0
STI Granted (\$ Amount) Recvg	12	12	12	32.2	45.2	114.1	128.1	196.7	251.6
STI Granted (% of Base) Recvg	12	12	12	14.7	19.8	44.7	47.2	62.5	102.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	13	13	13	198.2	255.6	397.4	383.5	487.6	573.4
Total Cash Comp – Org Weighted (All)	13	13	N/A	198.2	255.6	397.4	383.5	487.6	573.4
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	12	12	12	16.3	31.3	42.5	49.5	75.0	94.0
STI Maximum (% of Base) Eligible	6	6	6	--	25.4	60.0	74.4	130.0	--
Target Total Cash Compensation	12	12	12	255.2	282.8	381.2	391.9	460.8	621.6
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	11	11	11	2.0	6.9	15.0	14.6	21.6	26.1
Total LTI (\$ Amount) – Recvg	8	8	8	--	114.9	162.4	256.2	216.7	--
Target Total Direct Comp (\$ Amount) – Recvg	8	8	8	--	451.3	609.4	703.3	717.0	--
Target Total Direct Comp (\$ Amount) – All	12	12	12	268.2	340.8	457.0	575.5	636.0	1,390.9
Total Direct Comp (\$ Amount) – Recvg	8	8	8	--	464.1	621.8	689.4	723.2	--
Total Direct Comp (\$ Amount) – All	13	13	13	233.9	302.2	466.9	553.5	667.0	1,267.0
Total Other Guaranteed Cash									
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--

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

Year over Year % Increase (Mean): 2.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	13	13	100
Other Guaranteed Cash	2	2	15
Other Non-Guaranteed Cash	1	1	8
LTI	9	9	69
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	*2	2	--
Year of Birth	12	12	1964

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

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CA MTCS for the Energy Sector

Scope Analysis

400.000.120 Top Sales and Marketing 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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	9	9	9	185.0	234.0	234.0	280.0	222.4	375.8	353.3	479.6	271.7	456.9	445.0	571.8
Services and Equipment	8	8	8	187.5	247.0	240.5	280.0	220.2	403.3	362.0	489.4	260.1	448.9	443.5	614.9
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	9	9	9	214.5	280.0	260.1	301.0	301.3	430.9	398.2	487.6	339.7	485.7	501.6	667.0
Calgary	9	9	9	214.5	280.0	260.1	301.0	301.3	430.9	398.2	487.6	339.7	485.7	501.6	667.0
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

*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

400.000.120 Top Sales and Marketing 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	13	13	13	0.9	190.0	271.4	261.5	301.0	255.6	397.4	383.5	487.6	302.2	466.9	553.5	667.0
Under \$100 Million	3	3	3	--	--	--	250.0	--	--	--	341.6	--	--	--	380.3	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	3	3	3	--	--	--	230.1	--	--	--	331.2	--	--	--	420.8	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	4	--	--	190.0	206.3	--	--	222.4	251.4	--	--	271.7	313.3	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	6	6	6	--	268.5	301.0	306.8	333.8	422.5	468.0	481.0	530.0	457.9	621.8	739.4	911.8

*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.

400.010.120 Top Sales and Marketing Executive - Subsidiary/Group/Division

Specialization: All Incumbents

Responsible for planning, directing, and coordinating the total marketing and sales effort of the organization for retail, commercial, and/or distributor customers. Develops marketing concepts in keeping with organization goals and objectives and works jointly with manufacturing, production/processing, and transportation executives to promote customer service. May coordinate organization advertising and public relations activities. Frequently reports to the Chief Executive Officer or Chief Operating Officer. 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:	6									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)	7	8	9	--	224.5	257.0	254.2	287.5	--	STI	6	8	89
Base Salary – Org Weighted (All)	7	8	N/A	--	221.7	251.0	252.5	291.9	--	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	4	5	6	--	99.9	139.1	136.8	182.0	--	Other Non-Guaranteed Cash	1	1	11
STI Granted (% of Base) Recvg	4	5	6	--	44.4	53.0	53.0	60.5	--	LTI	7	9	100
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	7	8	9	--	237.5	333.9	346.1	439.6	--				
Total Cash Comp – Org Weighted (All)	7	8	N/A	--	233.7	316.9	338.5	440.6	--				
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	6	7	8	--	35.0	37.5	48.8	65.0	--	Midpoint	0	0	--
STI Maximum (% of Base) Eligible	3	4	4	--	--	117.5	108.8	--	--	Maximum	0	0	--
Target Total Cash Compensation	7	8	9	--	288.0	371.3	363.1	432.5	--	Compa-ratio	0	0	--
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	5	6	7	--	6.0	19.0	16.1	21.8	--	Graduation Year	0	0	--
Total LTI (\$ Amount) – Recvg	6	7	8	--	114.0	148.9	164.6	230.1	--	Year of Birth	6	8	1964
Target Total Direct Comp (\$ Amount) – Recvg	6	7	8	--	466.6	573.7	558.4	647.5	--				
Target Total Direct Comp (\$ Amount) – All	7	8	9	--	396.3	564.5	521.9	627.5	--				
Total Direct Comp (\$ Amount) – Recvg	6	7	8	--	386.9	537.3	539.3	695.1	--				
Total Direct Comp (\$ Amount) – All	7	8	9	--	330.1	475.1	504.9	667.0	--				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--	Hired since 2014	7	9	11

*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

400.010.120 Top Sales and Marketing 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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	4	4	4	--	251.0	258.0	--	--	272.5	306.7	--	--	413.8	417.1	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	3	*4	5	--	257.0	238.4	--	--	386.1	344.0	--	--	599.6	492.8	--
Calgary	3	*4	5	--	257.0	238.4	--	--	386.1	344.0	--	--	599.6	492.8	--
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	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

400.010.120 Top Sales and Marketing 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	7	8	9	--	224.5	257.0	254.2	287.5	237.5	333.9	346.1	439.6	330.1	475.1	504.9	667.0
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	4	4	--	--	237.5	248.5	--	--	272.5	277.2	--	--	413.8	383.2	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	5	5	6	--	227.2	267.5	269.3	307.9	282.5	360.0	365.5	449.3	408.3	537.3	545.6	736.9

*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

400.436.130 Top Business Development Executive

Specialization: All Incumbents

Responsible for the analysis of new business opportunities through market research and developing marketing initiatives. Provides business development leadership and lead efforts on licensing agreements. Coordinates with Top Economic Evaluations/Acquisition & Divestment Executive and/or Top Economic Evaluations/Acquisition & Divestment Executive to ensure merger/acquisition/licensing activities support long-term organization plans. Frequently reports to a Top Marketing Executive or a Top Sales and Marketing Executive, the CEO or COO.

Incumbents in the same position:

48

(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)	51	56	75	200.6	239.5	257.6	263.0	286.0	325.5
Base Salary – Org Weighted (All)	51	56	N/A	227.7	248.9	264.0	269.6	287.4	324.8
STI Granted (\$ Amount) Recvg	43	48	62	40.4	73.5	112.6	138.1	184.1	262.6
STI Granted (% of Base) Recvg	43	48	62	17.8	29.3	42.7	49.8	60.9	80.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	51	56	75	211.6	289.5	359.7	377.1	428.7	548.8
Total Cash Comp – Org Weighted (All)	51	56	N/A	251.1	299.9	376.8	391.6	429.4	552.5

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	9	9	11	10.0	15.0	15.0	16.3	17.5	25.5
STI Target (% of Base) Eligible	40	44	58	25.0	30.0	38.8	44.5	50.0	60.0
STI Maximum (% of Base) Eligible	29	31	37	37.0	60.0	70.0	74.3	100.0	112.0
Target Total Cash Compensation	41	45	59	287.4	318.5	355.1	387.7	430.5	516.0

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	43	47	60	4.2	6.8	10.5	12.9	21.8	21.9
Total LTI (\$ Amount) – Recvg	38	43	56	99.0	170.9	249.5	309.2	425.4	643.2
Target Total Direct Comp (\$ Amount) – Recvg	29	33	45	430.4	557.6	635.1	688.5	757.2	984.4
Target Total Direct Comp (\$ Amount) – All	41	45	59	318.1	423.0	602.6	619.5	745.5	973.5
Total Direct Comp (\$ Amount) – Recvg	38	43	56	406.7	536.0	685.1	724.2	837.6	1,197.9
Total Direct Comp (\$ Amount) – All	51	56	75	222.3	368.0	612.3	618.3	766.4	1,038.4

Total Other Guaranteed Cash

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

Year over Year % Increase (Mean):

2.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	50	74	99
Other Guaranteed Cash	8	9	12
Other Non-Guaranteed Cash	11	11	15
LTI	44	62	83
Overtime	3	5	7

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	10	21	222.5
Midpoint	11	22	258.6
Maximum	10	21	318.8
Compa-ratio	11	22	105.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	15	17	1988
Year of Birth	51	74	1964

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	51	75	13

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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.130 Top Business Development 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	22	22	24	242.9	264.0	269.2	294.9	301.6	368.9	382.5	448.8	398.6	701.0	739.8	999.6
Fully Integrated	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	20	20	21	247.5	264.0	272.7	294.5	317.3	381.5	398.6	473.3	478.6	721.2	764.6	980.7
Services and Drilling	5	5	6	221.3	257.6	250.0	272.5	221.3	257.6	282.5	326.3	301.5	444.7	472.3	693.9
Services and Equipment	5	5	6	221.3	257.6	250.0	272.5	221.3	257.6	282.5	326.3	301.5	444.7	472.3	693.9
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	9	9	15	183.2	239.5	231.8	257.6	183.2	301.3	293.3	356.2	183.2	319.4	355.4	465.5
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	11	13	23	250.0	275.0	278.4	300.0	326.9	405.0	443.6	538.1	562.1	669.9	700.2	768.0
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other	4	4	4	--	281.5	279.5	--	--	400.0	425.6	--	--	704.1	683.5	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	42	46	58	250.0	267.0	275.0	294.2	320.8	387.3	410.0	470.0	477.7	673.5	694.4	858.4
Calgary	41	45	57	250.0	264.0	274.1	293.0	318.1	384.5	407.9	457.5	473.6	669.9	692.9	858.7
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	6	*6	12	176.8	184.9	207.6	247.4	181.7	199.6	249.6	333.2	181.7	199.6	288.6	339.4
Atlantic Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	4	*4	9	--	181.5	193.7	--	--	183.2	229.6	--	--	183.2	279.7	--
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

400.436.130 Top Business Development 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	50	55	74	0.9	238.2	257.1	263.0	286.3	287.4	360.1	377.8	428.9	381.8	616.3	622.1	766.8
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	17	17	18	0.2	240.2	262.0	267.9	290.3	289.8	345.2	387.5	519.4	400.6	644.7	647.8	881.5
\$500 < \$1 Billion	7	7	9	--	207.3	256.6	248.1	278.0	246.8	343.5	353.0	480.8	246.8	432.3	475.5	651.0
\$1 < \$3 Billion	15	15	19	2.1	245.0	263.1	275.8	319.8	280.3	382.8	421.3	522.5	368.0	693.8	710.0	939.5
\$3 < \$5 Billion	3	*3	8	--	--	--	205.2	--	--	--	249.6	--	--	--	304.5	--
\$5 Billion and Over	6	11	18	9.4	255.0	275.8	282.7	294.1	372.9	405.0	404.0	415.3	576.5	679.7	737.5	745.4
Barrel of Oil Equivalent/Day																
All	24	24	25	24,365	247.5	277.5	284.5	321.2	317.8	400.0	423.5	518.9	569.8	769.4	834.2	1,119.3
Under 10,000	5	5	5	--	220.0	234.0	270.2	338.6	289.7	306.3	384.3	517.9	396.5	527.3	687.3	1,058.2
Under 5,000	3	3	3	--	--	--	281.2	--	--	--	416.7	--	--	--	840.4	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	16	16	16	24,365	256.3	280.5	281.7	314.9	332.7	391.4	425.7	520.7	628.5	745.3	810.9	1,055.8
10,000 < 25,000	9	9	9	--	246.1	260.0	269.9	293.5	314.6	347.2	405.3	523.5	521.1	712.3	745.0	907.0
25,000 < 100,000	7	7	7	--	264.0	295.2	296.8	322.5	356.4	450.0	451.9	522.5	680.7	1,018.5	895.6	1,170.4
100,000 and Over	3	*3	4	--	--	--	313.5	--	--	--	463.7	--	--	--	1,111.0	--
100,000 < 300,000	3	*3	4	--	--	--	313.5	--	--	--	463.7	--	--	--	1,111.0	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	6	6	6	--	217.5	242.5	245.3	267.4	302.2	344.5	388.7	519.4	478.5	595.7	581.3	714.5
75 < 350	15	15	17	110	246.1	264.0	269.1	291.1	265.8	347.2	375.2	473.3	356.6	694.1	684.6	927.8
350 < 1,500	13	13	16	716	240.9	266.3	269.0	321.8	283.1	405.6	426.2	527.8	340.7	679.4	692.4	966.8
1,500 and Over	16	21	35	3,223	233.9	255.0	260.3	285.0	280.3	370.8	355.0	411.6	368.0	580.1	566.7	695.8

*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

CA MTCS for the Energy Sector

400.436.210 Business Development Director

Specialization: All Incumbents

Primary responsibilities include the research and analysis of business opportunities, consistent with the organization's long range and strategic plans. Evaluates projects through financial feasibility studies, market research, and planning. May assist with special studies in areas such as operational effectiveness, capacity utilization, cost containment, etc. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Business Development Executive.

Incumbents in the same position:	93									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	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation												
Base Salary – Inc Weighted (All)	56	73	154	169.2	194.3	210.0	211.3	230.0	255.4			
Base Salary – Org Weighted (All)	56	73	N/A	163.2	193.5	212.9	213.5	232.5	255.5			
STI Granted (\$ Amount) Recvg	48	64	139	35.0	63.9	78.8	85.2	99.3	130.5			
STI Granted (% of Base) Recvg	48	64	139	18.8	30.9	37.3	39.3	44.5	56.8			
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	*4	8	--	--	4.9	7.3	--	--			
Total Cash Comp – Inc Weighted (All)	56	73	154	191.4	249.1	281.3	288.5	322.0	387.1			
Total Cash Comp – Org Weighted (All)	56	73	N/A	185.1	229.1	290.7	285.9	324.0	384.5			
Target Annual Cash Compensation												
STI Threshold (% of Base) Eligible	12	17	36	9.4	10.0	12.5	12.4	15.0	15.0			
STI Target (% of Base) Eligible	47	63	141	20.0	25.0	25.0	29.3	30.0	35.0			
STI Maximum (% of Base) Eligible	28	42	98	37.5	50.0	50.0	52.5	60.0	70.0			
Target Total Cash Compensation	47	63	141	211.2	243.3	264.5	272.3	295.2	348.6			
Estimated Total Direct Compensation												
Total Perquisite Value (\$ Amount)	39	50	118	2.1	2.8	7.9	9.2	16.9	18.0			
Total LTI (\$ Amount) – Recvg	32	46	113	50.7	71.5	102.8	128.0	160.6	219.0			
Target Total Direct Comp (\$ Amount) – Recvg	29	42	108	296.9	333.2	388.9	408.6	456.1	554.0			
Target Total Direct Comp (\$ Amount) – All	47	63	141	222.3	292.5	365.3	373.2	433.7	526.4			
Total Direct Comp (\$ Amount) – Recvg	32	46	113	310.4	355.8	410.0	439.0	482.0	594.7			
Total Direct Comp (\$ Amount) – All	56	73	154	204.8	281.5	377.0	389.5	462.1	564.9			
Total Other Guaranteed Cash												
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--			
										3.1%		
Incentives and Eligibility												
STI	56	154	100									
Other Guaranteed Cash	10	14	9									
Other Non-Guaranteed Cash	13	27	18									
LTI	39	126	82									
Overtime	4	4	3									
Salary Range	Dist. Orgs	Num Obs	Median									
Minimum	27	98	164.2									
Midpoint	27	98	202.8									
Maximum	27	98	239.9									
Compa-ratio	27	98	103.4									
Demographics	Dist. Orgs	Num Obs	Median									
Graduation Year	15	15	1989									
Year of Birth	53	148	1966									
										Dist. Orgs	Num Obs	% of Obs
Hired since 2014	56	154	10									

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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.210 Business Development 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	20	23	212.9	227.3	229.4	238.3	256.9	295.0	305.6	324.5	311.1	422.0	441.4	549.5
Fully Integrated	4	*4	6	--	221.6	214.5	--	--	292.8	279.2	--	--	475.2	442.4	--
Exploration & Production	15	16	17	213.9	227.3	234.7	252.9	257.7	305.0	314.9	343.4	287.8	395.8	441.0	559.3
Services and Drilling	8	8	11	158.0	174.8	178.1	195.0	165.0	184.2	215.2	220.1	176.4	220.0	249.8	330.0
Services and Equipment	7	7	10	156.3	175.0	178.4	198.8	163.3	199.9	218.3	235.1	175.9	220.0	256.4	352.5
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	3	*3	5	--	--	223.3	--	--	--	306.7	--	--	--	341.5	--
Utilities	12	13	28	170.0	193.5	191.4	211.8	214.8	257.0	254.3	274.2	236.6	283.8	294.3	343.0
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	13	18	69	198.5	212.0	217.0	230.5	271.0	293.5	308.8	325.7	367.6	417.7	443.5	481.6
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*3	6	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*4	8	--	214.3	238.7	--	--	299.4	317.2	--	--	407.1	459.7	--
Incumbent Location***															
British Columbia	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	47	59	126	197.1	212.0	216.5	231.3	261.9	291.5	299.8	325.5	328.9	396.6	413.0	471.6
Calgary	44	55	120	197.7	212.6	217.1	231.4	265.7	292.2	301.9	325.8	335.8	405.2	418.7	476.3
Edmonton	3	3	3	--	--	204.0	--	--	--	265.1	--	--	--	347.6	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	3	3	3	--	--	204.5	--	--	--	249.4	--	--	--	249.5	--
Manitoba/Saskatchewan	3	*3	4	--	--	201.6	--	--	--	206.8	--	--	--	208.1	--
Eastern Canada	8	12	19	162.2	173.5	185.7	209.6	189.9	240.2	246.6	293.5	189.9	281.3	302.0	410.0
Atlantic Canada	3	*5	7	148.2	162.2	162.0	169.8	173.6	215.5	237.7	281.0	173.6	216.5	268.4	415.3
Ontario	5	7	11	172.3	204.3	200.3	213.1	209.6	240.6	250.8	297.5	209.6	281.6	318.3	410.0
Québec	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

400.436.210 Business Development 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	49	65	143	1.9	194.9	210.0	212.4	230.0	258.7	286.0	292.6	322.0	313.8	392.2	401.3	467.2
Under \$100 Million	4	*4	5	--	--	211.3	208.9	--	--	305.0	300.5	--	--	311.1	303.0	--
\$100 < \$500 Million	9	9	11	0.2	174.0	200.3	212.1	237.1	253.2	272.9	279.2	322.0	318.9	372.5	350.7	422.0
\$500 < \$1 Billion	8	8	8	--	185.0	211.7	212.2	234.6	209.5	245.8	267.0	323.3	218.3	269.8	358.6	515.4
\$1 < \$3 Billion	15	19	33	2.2	166.8	202.9	195.3	218.2	212.5	270.9	275.1	321.2	232.0	286.1	329.8	393.1
\$3 < \$5 Billion	4	*4	15	--	--	190.4	190.4	--	--	260.3	247.6	--	--	328.7	302.6	--
\$5 Billion and Over	10	21	71	17.8	204.3	214.5	225.2	238.3	279.0	304.1	314.7	330.2	397.3	441.3	475.0	507.8
Barrel of Oil Equivalent/Day																
All	18	19	29	31,168	213.2	228.6	227.9	239.1	265.3	295.0	301.6	326.1	341.1	448.0	448.2	495.8
Under 10,000	5	*5	12	--	216.8	226.8	233.2	250.5	275.4	305.0	303.3	336.9	319.8	401.1	427.3	482.8
Under 5,000	5	*5	12	--	216.8	226.8	233.2	250.5	275.4	305.0	303.3	336.9	319.8	401.1	427.3	482.8
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	9	9	10	29,845	200.0	228.6	225.4	251.5	252.4	281.7	301.7	337.3	263.7	428.6	453.8	554.0
10,000 < 25,000	4	4	4	--	--	207.5	206.5	--	--	281.7	286.1	--	--	432.8	493.1	--
25,000 < 100,000	5	5	6	--	220.4	240.0	238.0	258.1	239.0	296.1	312.1	385.7	250.2	363.0	427.5	582.4
100,000 and Over	4	*5	7	--	212.9	230.0	222.5	236.0	281.0	293.2	298.6	323.5	386.9	491.3	476.0	549.5
100,000 < 300,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*3	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	6	6	6	--	204.8	224.0	222.2	239.0	257.6	308.0	306.7	352.6	291.7	326.9	350.7	398.6
75 < 350	14	14	16	237	200.1	216.5	220.3	236.6	248.0	276.4	283.7	326.2	268.5	356.7	371.1	454.4
350 < 1,500	13	13	30	832	192.0	208.8	208.5	223.1	257.2	289.6	301.7	331.9	284.3	376.5	392.6	485.1
1,500 and Over	22	37	96	3,367	194.2	209.2	212.5	230.0	258.7	281.8	290.5	321.1	330.6	405.2	406.8	448.9

*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

400.436.220 Business Development Manager**Specialization: All Incumbents**

This position oversees a business development team which evaluates, analyses, and formulates strategies for business growth. Oversees the development of key projects and is accountable for the successful closure of business deals. Directs the planning and preparation of business proposals, and makes recommendations to senior management. Negotiates letters of intent, memoranda of understanding, contracts and acquisition agreements.

Incumbents in the same position:

130

(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)	62	76	215	125.6	144.4	173.5	172.7	196.1	221.4
Base Salary – Org Weighted (All)	62	76	N/A	132.3	154.0	182.2	179.5	202.5	226.7
STI Granted (\$ Amount) Recvg	52	62	149	25.4	37.3	50.1	57.7	67.4	99.7
STI Granted (% of Base) Recvg	52	62	149	14.4	23.2	27.1	30.2	35.6	45.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	9	20	1.5	4.5	9.1	12.7	13.5	38.7
Total Cash Comp – Inc Weighted (All)	62	76	215	130.0	150.7	211.0	213.8	251.3	319.7
Total Cash Comp – Org Weighted (All)	62	76	N/A	137.6	176.7	223.6	226.5	263.9	325.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	13	13	25	5.6	8.0	10.0	10.6	10.0	22.0
STI Target (% of Base) Eligible	51	64	170	15.0	20.0	20.0	24.9	30.0	35.0
STI Maximum (% of Base) Eligible	37	46	118	30.0	39.0	40.0	48.8	55.0	90.0
Target Total Cash Compensation	55	68	191	140.7	182.5	216.0	219.3	249.5	305.4

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	39	48	141	0.3	1.0	4.6	5.5	7.4	12.1
Total LTI (\$ Amount) – Recvg	41	51	131	17.8	37.5	46.6	64.2	90.0	135.2
Target Total Direct Comp (\$ Amount) – Recvg	36	46	125	216.4	248.2	274.2	302.7	338.4	450.2
Target Total Direct Comp (\$ Amount) – All	55	68	191	140.7	206.8	257.5	264.8	303.7	411.6
Total Direct Comp (\$ Amount) – Recvg	41	51	131	205.0	246.1	283.6	309.4	353.6	465.5
Total Direct Comp (\$ Amount) – All	62	76	215	130.0	170.9	247.8	256.6	306.8	423.2

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	5	*6	12	4.2	4.6	6.1	10.9	15.7	32.9
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	59	194	90
Other Guaranteed Cash	8	17	8
Other Non-Guaranteed Cash	13	41	19
LTI	46	145	67
Overtime	5	17	8

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	38	150	136.0
Midpoint	38	151	172.5
Maximum	38	150	212.3
Compa-ratio	38	151	102.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	14	19	1986
Year of Birth	56	207	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	60	213	7

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.220 Business Development 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	19	22	35	196.1	205.0	211.1	232.0	252.4	290.8	289.7	327.7	303.6	404.0	392.1	448.6
Fully Integrated	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	18	20	29	198.7	207.9	215.2	238.0	265.9	295.6	302.1	329.6	336.8	409.1	412.6	466.2
Services and Drilling	11	*14	51	131.0	146.5	147.1	160.0	131.0	150.0	159.8	180.0	132.9	171.3	172.1	198.9
Services and Equipment	11	*14	51	131.0	146.5	147.1	160.0	131.0	150.0	159.8	180.0	132.9	171.3	172.1	198.9
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	13	13	34	129.6	134.5	151.3	175.1	132.9	161.0	173.4	207.9	132.9	166.4	189.1	222.9
Public Sector (Regulatory Agencies, Government)	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	13	*16	65	168.8	181.8	180.7	192.2	209.3	232.9	230.9	247.2	251.1	280.1	283.0	307.9
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	9	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	5	10	163.8	180.2	174.7	189.2	169.4	210.3	209.1	250.9	171.4	258.1	235.3	274.9

Incumbent Location***

British Columbia	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	54	65	161	154.9	181.2	179.9	200.5	185.8	227.0	229.8	260.6	206.6	268.6	279.8	325.3
Calgary	50	59	151	158.2	182.5	182.4	202.4	195.0	230.8	234.0	263.3	219.8	277.2	286.9	331.6
Edmonton	4	*4	5	--	137.2	148.0	--	--	151.7	175.3	--	--	170.9	188.8	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	3	*3	4	--	--	120.3	--	--	--	129.3	--	--	--	129.4	--
Manitoba/Saskatchewan	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	10	*10	26	127.4	133.7	150.3	183.1	129.6	134.8	171.5	208.6	129.6	135.1	193.4	212.9
Atlantic Canada	3	*3	7	--	--	160.9	--	--	--	188.5	--	--	--	194.7	--
Ontario	6	*6	18	127.4	130.6	146.6	161.6	127.4	130.6	166.5	208.1	127.4	130.6	195.7	238.5
Québec	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.220 Business Development 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	58	72	209	1.5	143.4	172.6	172.3	196.6	150.0	212.8	214.2	251.9	171.0	250.7	257.3	307.2
Under \$100 Million	6	7	15	0.0	116.6	127.2	140.9	155.9	122.5	140.7	168.3	206.5	122.5	140.7	170.7	206.5
\$100 < \$500 Million	9	9	13	0.3	177.6	187.8	192.6	217.8	222.9	240.4	235.7	249.1	229.7	250.8	263.9	293.6
\$500 < \$1 Billion	9	9	16	0.7	128.8	170.1	163.8	186.9	153.5	207.2	195.1	233.1	159.6	208.8	222.5	279.3
\$1 < \$3 Billion	21	24	62	1.9	133.7	153.3	159.2	182.1	139.6	162.1	184.6	228.0	144.0	178.6	214.9	260.1
\$3 < \$5 Billion	4	*4	20	--	--	133.9	142.5	--	--	133.9	165.0	--	--	133.9	191.6	--
\$5 Billion and Over	10	19	83	13.1	174.4	191.2	193.3	206.6	216.8	241.0	256.8	283.5	266.8	291.8	326.2	383.5
Barrel of Oil Equivalent/Day																
All	22	24	36	100,365	180.9	197.8	200.9	211.3	225.5	258.8	266.3	293.2	272.8	336.8	353.2	427.9
Under 10,000	5	*5	9	--	167.9	180.0	190.3	213.0	207.5	227.0	242.8	280.5	238.3	259.9	280.9	315.6
Under 5,000	4	*4	8	--	--	178.8	185.7	--	--	225.8	233.0	--	--	253.0	262.4	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	8	8	9	--	193.5	201.2	207.7	221.2	249.8	260.5	279.8	326.5	327.9	366.2	385.6	436.0
10,000 < 25,000	3	3	3	--	--	--	222.7	--	--	--	271.5	--	--	--	370.1	--
25,000 < 100,000	5	5	6	--	187.8	199.4	200.1	210.2	253.7	275.4	283.9	325.9	349.6	394.8	393.3	433.0
100,000 and Over	9	11	18	140,803	187.4	200.2	202.8	211.9	234.1	262.8	271.4	292.1	277.7	346.7	373.2	453.1
100,000 < 300,000	7	*7	13	124,208	180.6	198.0	195.7	209.2	221.2	250.3	263.6	292.6	270.5	329.0	372.2	495.0
300,000 and Over	2	*4	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	3	3	3	--	--	--	171.0	--	--	--	195.7	--	--	--	209.6	--
75 < 350	11	*13	22	214	148.3	175.4	176.9	196.6	148.5	181.0	203.6	244.2	185.5	226.4	253.5	288.9
350 < 1,500	22	23	44	693	158.2	175.4	177.3	204.0	189.0	220.4	225.3	259.4	191.2	261.2	281.1	352.7
1,500 and Over	25	34	139	3,228	143.3	174.4	172.3	197.0	150.0	215.0	215.9	256.2	157.9	256.2	256.2	298.6

*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.

400.436.230 Business Development Representative E**Specialization:** All Incumbents

This position is responsible for supervising business development projects, and for ensuring the successful completion and acceptance of projects. Develops strategy recommendations for projects and leads business development teams in the development of bid/project strategy for presentation to senior management. Supervises a small number of specialized professionals. Requires a university degree with 10 years' related financial and/or engineering experience.

Incumbents in the same position:	64									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													
Base Salary – Inc Weighted (All)	38	46	118	125.9	147.5	161.4	160.2	175.4	183.5	STI	35	111	94
Base Salary – Org Weighted (All)	38	46	N/A	129.6	152.0	162.2	159.4	171.9	180.8	Other Guaranteed Cash	12	16	14
STI Granted (\$ Amount) Recvg	31	38	97	24.2	29.4	40.0	43.3	53.6	69.1	Other Non-Guaranteed Cash	12	35	30
STI Granted (% of Base) Recvg	31	38	97	14.9	19.8	24.5	26.2	33.2	39.5	LTI	27	88	75
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	*6	11	0.6	3.5	7.3	6.9	9.0	15.2	Overtime	3	5	4
Total Cash Comp – Inc Weighted (All)	38	46	118	137.4	174.8	197.3	196.4	219.0	236.6	Salary Range			
Total Cash Comp – Org Weighted (All)	38	46	N/A	141.0	171.0	201.6	194.7	221.7	237.6	Dist. Orgs	Num Obs	Median	
Target Annual Cash Compensation										Minimum	22	73	135.1
STI Threshold (% of Base) Eligible	7	*7	18	6.0	6.0	8.0	10.3	12.5	15.3	Midpoint	22	73	165.6
STI Target (% of Base) Eligible	31	39	101	15.0	18.0	20.0	21.8	25.0	29.2	Maximum	22	73	202.7
STI Maximum (% of Base) Eligible	23	29	74	22.5	30.0	40.0	41.5	50.0	75.0	Compa-ratio	22	73	100.3
Target Total Cash Compensation	35	43	108	149.2	176.0	193.2	193.7	211.8	224.3	Demographics			
Estimated Total Direct Compensation										Dist. Orgs	Num Obs	Median	
Total Perquisite Value (\$ Amount)	23	26	64	0.3	0.4	0.9	3.0	4.6	7.7	Graduation Year	9	16	1989
Total LTI (\$ Amount) – Recvg	25	32	74	18.1	24.3	35.9	38.5	43.1	71.1	Year of Birth	36	109	1970
Target Total Direct Comp (\$ Amount) – Recvg	23	30	72	199.5	210.0	233.1	237.0	255.0	283.0				
Target Total Direct Comp (\$ Amount) – All	35	43	108	164.3	199.2	218.4	221.0	243.0	279.5	Dist. Orgs	Num Obs	% of Obs	
Total Direct Comp (\$ Amount) – Recvg	25	32	74	192.5	215.4	240.4	244.9	275.5	300.9	Hired since 2014	36	110	13
Total Direct Comp (\$ Amount) – All	38	46	118	145.8	186.9	222.0	222.2	255.7	287.7				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	8	8	11	0.9	1.7	4.2	5.7	5.7	22.1				

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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.230 Business Development Representative 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	14	16	35	155.5	167.6	165.5	174.0	178.8	200.7	202.2	223.5	195.4	221.6	232.7	275.3
Fully Integrated	4	*4	19	--	161.8	157.0	--	--	189.8	185.7	--	--	199.9	210.7	--
Exploration & Production	11	12	16	167.0	171.1	175.6	186.1	201.1	214.3	221.9	234.8	222.5	244.6	258.8	276.9
Services and Drilling	3	*3	11	--	--	153.8	--	--	--	175.0	--	--	--	185.7	--
Services and Equipment	3	*3	11	--	--	153.8	--	--	--	175.0	--	--	--	185.7	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	6	8	104.7	142.2	136.7	164.0	111.9	173.5	163.8	192.6	116.6	174.6	174.2	197.6
Public Sector (Regulatory Agencies, Government)	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	13	15	51	154.0	161.0	163.4	176.7	181.0	198.6	202.7	218.0	210.2	232.6	234.3	259.0
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	32	38	94	154.6	164.7	163.8	174.3	178.5	201.4	203.3	222.4	198.1	226.8	231.9	259.5
Calgary	31	37	90	154.6	165.0	164.1	175.6	178.5	201.4	203.6	222.4	198.1	226.8	232.4	259.5
Edmonton	3	3	3	--	--	158.3	--	--	--	201.3	--	--	--	225.6	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	6	*7	11	121.3	141.1	143.9	165.5	128.0	172.2	171.5	197.2	128.0	172.6	190.7	253.3
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	5	*5	8	121.6	132.9	145.0	176.6	131.6	162.9	171.3	204.0	131.6	172.4	184.3	237.5
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.

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.230 Business Development Representative E

100-400,250

Business Development Representative 2

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	37	45	111	1.6	147.5	161.0	159.6	173.0	174.3	197.2	196.1	218.1	186.6	222.4	223.5	257.8
Under \$100 Million	6	*6	11	0.0	116.1	145.0	150.4	166.8	126.6	154.5	158.8	180.3	126.6	154.5	159.9	182.7
\$100 < \$500 Million	5	5	6	--	133.9	150.5	149.5	170.5	139.9	197.3	181.9	212.7	140.0	217.3	221.3	287.2
\$500 < \$1 Billion	4	*4	8	--	--	142.8	147.4	--	--	168.6	168.0	--	--	168.6	174.2	--
\$1 < \$3 Billion	9	9	19	1.6	138.1	169.5	159.2	177.6	138.1	211.5	198.5	235.1	176.6	254.5	231.7	287.2
\$3 < \$5 Billion	3	*3	12	--	--	--	159.7	--	--	--	196.0	--	--	--	225.0	--
\$5 Billion and Over	11	18	55	18.9	154.9	164.5	164.5	173.3	184.2	204.2	208.4	231.7	214.0	232.6	240.5	261.3
Barrel of Oil Equivalent/Day																
All	15	17	33	169,865	156.5	165.5	166.7	172.6	182.6	200.1	199.8	214.3	200.4	227.0	235.4	275.8
Under 10,000	3	*3	7	--	--	--	160.5	--	--	--	187.3	--	--	--	211.1	--
Under 5,000	3	*3	7	--	--	--	160.5	--	--	--	187.3	--	--	--	211.1	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	5	6	--	162.5	174.5	177.3	188.8	191.3	209.3	204.8	218.8	207.5	232.5	248.5	298.0
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	*3	4	--	--	--	173.5	--	--	--	202.2	--	--	--	226.6	--
100,000 and Over	7	*9	20	284,826	158.1	166.6	165.7	172.1	181.8	199.0	202.6	222.4	200.2	230.3	239.9	280.4
100,000 < 300,000	4	*4	13	--	--	165.0	163.8	--	--	195.6	198.2	--	--	201.5	225.3	--
300,000 and Over	3	*5	7	--	164.3	167.6	169.3	174.0	197.2	208.6	210.8	223.5	241.0	280.9	267.1	292.2
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	7	7	13	152	139.2	145.0	149.8	163.3	140.6	154.5	162.2	184.9	150.3	170.0	177.7	186.1
350 < 1,500	14	14	35	789	122.6	160.5	152.9	171.8	144.4	190.0	184.7	213.6	144.4	210.2	205.6	254.5
1,500 and Over	15	22	67	3,505	154.9	166.4	164.9	177.4	187.0	204.2	208.0	231.7	201.5	227.0	236.3	261.3

*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

400.436.330 Business Development Representative D**Specialization: All Incumbents**

This position is responsible for developing new processes to meet project needs, and for designing projects to suit the financial, operating, legal, regulatory and operating criteria elements of a project. Serves as a technical expert in economic modeling and discounted cash flow analysis. Coaches and supports others in technical matters. Demonstrates in-depth technical knowledge on all aspects of financial analysis and a good understanding of financial, tax, and legal issues. Requires a university degree and 8 years' related financial and/or engineering experience.

Incumbents in the same position:

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(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)	38	51	226	106.3	118.4	127.1	126.8	135.9	143.6
Base Salary – Org Weighted (All)	38	51	N/A	112.7	121.5	128.2	128.9	137.3	146.4
STI Granted (\$ Amount) Recvg	31	43	168	14.4	18.5	25.1	26.9	31.3	42.2
STI Granted (% of Base) Recvg	31	43	168	12.7	15.1	19.3	20.7	23.8	30.2
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	*7	25	0.9	2.5	6.5	5.3	6.5	9.9
Total Cash Comp – Inc Weighted (All)	38	51	226	119.7	130.0	144.8	147.4	163.6	177.8
Total Cash Comp – Org Weighted (All)	38	51	N/A	120.3	137.8	150.3	150.6	166.4	178.5

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	11	*15	39	3.6	6.0	6.0	7.7	7.5	10.0
STI Target (% of Base) Eligible	30	43	151	15.0	15.0	15.0	16.7	20.0	20.0
STI Maximum (% of Base) Eligible	21	34	119	20.0	30.0	30.0	33.0	40.0	45.0
Target Total Cash Compensation	33	46	192	117.7	131.5	141.7	144.4	159.5	172.9

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	16	20	68	0.3	0.4	0.8	1.5	1.4	4.6
Total LTI (\$ Amount) – Recvg	23	30	85	9.3	11.2	19.4	21.7	28.7	42.8
Target Total Direct Comp (\$ Amount) – Recvg	21	28	83	146.8	154.2	170.6	174.0	187.7	208.9
Target Total Direct Comp (\$ Amount) – All	33	46	192	117.9	135.0	152.5	154.1	172.7	190.4
Total Direct Comp (\$ Amount) – Recvg	23	30	85	146.6	157.0	173.4	177.8	193.8	219.6
Total Direct Comp (\$ Amount) – All	38	51	226	119.9	133.5	153.9	156.0	175.4	199.3

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	*6	22	1.0	2.7	4.7	4.6	5.3	5.3
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Year over Year % Increase (Mean):

3.6%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	36	185	82
Other Guaranteed Cash	9	26	12
Other Non-Guaranteed Cash	10	61	27
LTI	24	102	45
Overtime	4	45	20

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	25	133	100.8
Midpoint	25	133	126.3
Maximum	25	133	157.6
Compa-ratio	25	133	100.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	11	23	2003
Year of Birth	37	197	1976

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	36	196	14

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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.330 Business Development Representative 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	13	14	27	121.3	130.0	130.3	137.3	135.5	151.4	154.0	176.1	146.8	167.0	172.6	189.4
Fully Integrated	3	*3	11	--	--	120.7	--	--	--	138.4	--	--	--	145.4	--
Exploration & Production	10	11	16	130.3	133.9	136.9	141.9	152.3	163.4	164.8	180.7	167.2	181.4	191.3	222.0
Services and Drilling	4	*4	37	--	124.6	124.9	--	--	153.8	152.7	--	--	154.1	153.5	--
Services and Equipment	4	*4	37	--	124.6	124.9	--	--	153.8	152.7	--	--	154.1	153.5	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	*8	52	120.7	127.1	126.3	135.6	126.1	135.6	136.2	144.3	127.1	135.6	137.2	145.8
Public Sector (Regulatory Agencies, Government)	2	*2	16	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	12	17	67	118.5	128.0	128.6	138.1	137.8	148.4	152.3	167.2	151.3	168.6	168.5	181.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	18	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*4	9	--	138.5	137.9	--	--	150.0	146.6	--	--	154.5	159.3	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	34	44	138	117.1	126.7	126.3	138.0	130.0	147.0	148.2	167.1	139.6	159.5	161.2	181.8
Calgary	34	44	134	117.1	127.0	126.5	138.0	132.3	147.1	148.6	167.3	140.7	160.2	162.0	181.9
Edmonton	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	8	*8	52	121.9	128.4	126.7	135.6	126.3	135.6	138.3	145.8	127.1	135.6	140.9	149.1
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	6	*6	48	121.9	127.4	126.3	135.6	125.8	135.6	136.7	144.3	126.3	135.6	138.5	145.8
Québec	1	*1	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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.330 Business Development Representative 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	35	48	190	1.6	118.0	127.1	126.3	135.6	128.2	141.8	145.3	161.7	132.2	152.1	155.1	175.6
Under \$100 Million	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	5	*5	8	--	116.6	126.4	124.0	136.2	121.9	131.6	137.3	155.9	122.1	132.6	149.7	182.2
\$500 < \$1 Billion	7	7	12	0.9	111.4	118.3	122.2	138.4	113.7	136.9	137.7	166.9	113.7	140.5	140.1	166.9
\$1 < \$3 Billion	9	12	30	1.6	116.9	127.6	129.7	138.5	128.5	146.1	148.5	160.1	143.9	156.3	164.8	180.9
\$3 < \$5 Billion	4	*4	45	--	--	131.3	130.6	--	--	135.6	140.8	--	--	135.6	148.7	--
\$5 Billion and Over	9	18	81	16.0	118.5	126.5	127.3	136.6	138.0	148.9	154.8	168.1	145.9	160.0	165.8	179.7
Barrel of Oil Equivalent/Day																
All	13	14	36	67,349	122.3	131.2	130.8	138.6	138.5	153.2	155.6	171.7	149.1	166.4	173.0	188.6
Under 10,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	8	8	11	59,993	130.0	133.3	137.0	141.3	146.0	159.0	157.8	169.5	167.0	180.8	187.3	189.4
10,000 < 25,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	6	8	--	130.5	133.9	135.9	140.6	147.3	159.4	158.0	168.9	166.1	174.7	182.9	188.6
100,000 and Over	3	*4	20	--	--	126.5	127.4	--	--	151.7	154.7	--	--	159.4	166.9	--
100,000 < 300,000	2	*2	10	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*2	10	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	6	6	9	--	128.4	133.0	135.6	140.2	132.8	151.4	153.2	173.3	148.8	181.9	179.7	206.5
350 < 1,500	14	14	56	579	106.1	122.1	122.6	138.4	112.9	145.5	140.9	165.0	112.9	166.0	156.0	180.7
1,500 and Over	16	28	154	3,933	119.7	127.1	127.3	135.6	133.5	144.7	149.7	164.6	135.6	151.3	155.2	171.2

*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

400.436.340 Business Development Representative C**Specialization: All Incumbents**

This position is responsible for creating financial models for acquisitions, sales, and start-up projects which involve complex economic and financial analysis. Analyses also cover technical, finance, regulatory, and legal disciplines. Extracts and interprets information for use in economic modeling from proposals, bid documents, and contracts and prepares materials for bid proposals. This position performs comprehensive financial analyses under minimal supervision, and seeks technical guidance on complex tax and finance issues from more experienced personnel. Requires a university degree and 5 years' related financial and/or engineering experience.

Incumbents in the same position:

45

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	33	*36	156	85.2	98.0	111.0	107.4	119.2	119.2
Base Salary – Org Weighted (All)	33	*36	N/A	82.8	89.6	101.5	100.5	111.0	120.0
STI Granted (\$ Amount) Recvg	25	28	60	7.6	11.1	14.0	15.4	19.9	24.7
STI Granted (% of Base) Recvg	25	28	60	8.9	10.7	14.3	14.9	19.4	23.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	5	7	--	0.8	1.2	2.7	4.2	--
Total Cash Comp – Inc Weighted (All)	33	*36	156	91.9	104.9	116.8	113.4	119.2	130.0
Total Cash Comp – Org Weighted (All)	33	*36	N/A	90.2	100.6	111.4	112.4	124.1	138.0

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	8	9	18	4.0	5.0	6.8	6.8	8.1	10.0
STI Target (% of Base) Eligible	26	29	67	10.0	10.0	15.0	13.6	15.0	20.0
STI Maximum (% of Base) Eligible	19	22	47	17.5	20.0	20.0	24.6	30.0	34.4
Target Total Cash Compensation	31	*34	149	92.4	105.0	116.9	114.0	119.2	126.0

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	16	17	35	0.3	0.3	0.8	1.1	1.0	1.2
Total LTI (\$ Amount) – Recvg	16	17	36	6.4	9.7	16.6	16.4	20.8	27.2
Target Total Direct Comp (\$ Amount) – Recvg	15	16	31	108.7	117.4	133.9	134.8	144.4	158.9
Target Total Direct Comp (\$ Amount) – All	31	*34	149	92.7	108.4	119.2	117.6	121.1	142.3
Total Direct Comp (\$ Amount) – Recvg	16	17	36	105.0	118.0	139.4	137.3	151.8	166.5
Total Direct Comp (\$ Amount) – All	33	*36	156	93.1	105.3	119.2	117.5	119.2	143.0

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	5	5	7	--	1.2	2.7	3.1	4.7	--
---	---	---	---	----	-----	-----	-----	-----	----

Year over Year % Increase (Mean):

4.5%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	28	74	47
Other Guaranteed Cash	5	7	4
Other Non-Guaranteed Cash	10	19	12
LTI	17	39	25
Overtime	10	98	63

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	20	56	80.4
Midpoint	20	57	101.0
Maximum	20	56	121.5
Compa-ratio	20	57	100.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	9	10	2002
Year of Birth	*30	153	1972

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	33	154	6

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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.340 Business Development Representative 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	6	6	8	87.1	104.3	100.7	112.5	95.0	118.8	113.4	130.0	95.8	140.2	124.6	142.7
Fully Integrated	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	*4	5	--	111.3	109.4	--	--	125.2	126.1	--	--	142.6	143.3	--
Services and Drilling	3	*3	13	--	--	102.5	--	--	--	102.5	--	--	--	109.5	--
Services and Equipment	3	*3	13	--	--	102.5	--	--	--	102.5	--	--	--	109.5	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	*7	90	104.9	116.8	111.8	119.2	109.3	119.2	114.4	119.2	109.3	119.2	114.4	119.2
Public Sector (Regulatory Agencies, Government)	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	12	13	36	94.6	100.8	102.8	110.0	102.2	115.4	118.8	129.5	108.9	127.1	130.8	149.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	27	29	66	93.9	100.8	102.6	111.5	101.2	112.9	115.7	127.2	105.3	120.0	123.9	142.6
Calgary	25	26	53	95.1	102.2	103.6	111.7	102.5	116.1	117.6	129.0	106.1	125.2	127.8	143.2
Edmonton	4	*5	9	80.8	90.6	97.9	117.6	90.5	109.3	111.5	134.1	90.8	109.3	111.7	134.1
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	7	*7	85	104.9	116.8	111.4	119.2	106.7	119.2	112.3	119.2	107.6	119.2	112.6	119.2
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	7	*7	85	104.9	116.8	111.4	119.2	106.7	119.2	112.3	119.2	107.6	119.2	112.6	119.2
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

400.436.340 Business Development Representative C

00:456:946 Business Development Representative 3

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	31	*34	153	1.5	97.7	111.0	107.3	119.2	104.9	116.8	113.4	119.2	105.2	119.1	117.2	119.2
Under \$100 Million	3	*3	4	--	--	--	95.4	--	--	--	98.2	--	--	--	98.3	--
\$100 < \$500 Million	7	7	7	--	86.0	95.2	99.2	111.3	95.2	103.2	112.2	136.1	103.2	110.3	117.8	139.7
\$500 < \$1 Billion	4	*4	10	--	--	92.9	97.0	--	--	109.3	107.4	--	--	109.3	108.4	--
\$1 < \$3 Billion	8	9	29	2.0	89.1	100.8	102.7	112.0	96.8	110.7	112.8	129.0	100.7	112.3	122.0	141.5
\$3 < \$5 Billion	2	*2	80	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	9	23	10.2	94.5	99.6	101.5	110.1	101.2	114.1	116.5	127.0	105.1	117.5	125.4	146.7
Barrel of Oil Equivalent/Day																
All	8	8	15	103,130	102.7	111.3	110.6	115.0	119.0	128.0	129.4	136.1	139.1	142.7	144.7	153.0
Under 10,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	4	4	4	--	--	100.0	100.9	--	--	118.2	117.3	--	--	139.3	131.5	--
100,000 < 300,000	3	3	3	--	--	--	100.3	--	--	--	115.6	--	--	--	128.8	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	3	3	3	--	--	--	98.1	--	--	--	103.3	--	--	--	107.0	--
75 < 350	6	6	8	--	85.9	110.2	104.4	113.8	101.1	121.5	115.4	128.8	105.0	130.1	129.6	148.8
350 < 1,500	9	9	29	716	93.7	100.8	101.3	109.2	104.3	114.7	117.3	129.0	109.3	129.9	130.2	149.0
1,500 and Over	13	*16	114	3,666	101.3	115.9	109.3	119.2	104.9	116.8	112.4	119.2	105.1	116.8	113.6	119.2

*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

400.436.350 Business Development Representative B

Specialization: All Incumbents

This position is responsible for the preparation of moderately complex financial models for acquisitions and start-up projects. Assists in the preparation of proposals and bid documents and provides support on budgeting and financial forecasting. Requires a university degree and 2 years' related financial and/or engineering experience.

Incumbents in the same position:

24

(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	22	35	72.0	77.6	83.0	83.2	88.0	95.1
Base Salary – Org Weighted (All)	17	22	N/A	73.9	78.5	83.3	84.5	90.8	95.3
STI Granted (\$ Amount) Recvg	13	18	27	2.9	7.1	9.8	10.4	12.5	18.4
STI Granted (% of Base) Recvg	13	18	27	4.1	8.9	11.9	12.4	14.6	20.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	4	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	17	22	35	78.0	84.4	91.6	91.5	95.5	110.1
Total Cash Comp – Org Weighted (All)	17	22	N/A	78.6	84.3	91.8	92.9	97.3	110.7

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	3	3	--	--	--	4.3	--	--
STI Target (% of Base) Eligible	13	18	27	5.4	10.0	10.0	11.4	15.0	15.0
STI Maximum (% of Base) Eligible	10	15	23	12.2	17.5	20.0	21.6	30.0	33.0
Target Total Cash Compensation	14	19	31	78.2	85.2	92.0	92.1	98.5	107.8

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	5	5	7	--	0.8	1.0	1.0	1.5	--
Total LTI (\$ Amount) – Recvg	11	11	17	3.0	5.4	14.4	14.5	19.0	26.0
Target Total Direct Comp (\$ Amount) – Recvg	9	9	14	88.2	96.0	109.4	108.6	117.5	129.3
Target Total Direct Comp (\$ Amount) – All	14	19	31	78.2	85.8	92.5	97.5	110.4	119.9
Total Direct Comp (\$ Amount) – Recvg	11	11	17	88.0	102.9	110.3	110.0	114.3	133.4
Total Direct Comp (\$ Amount) – All	17	22	35	78.0	86.7	96.9	98.7	110.9	121.0

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	6	--	--	--	--	--	--
---	---	----	---	----	----	----	----	----	----

Year over Year % Increase (Mean):

5.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	16	31	89
Other Guaranteed Cash	2	6	17
Other Non-Guaranteed Cash	5	12	34
LTI	11	19	54
Overtime	3	6	17

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	9	24	66.6
Midpoint	9	24	85.7
Maximum	9	24	100.9
Compa-ratio	9	24	100.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	4	6	2010
Year of Birth	17	35	1986

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	16	34	26

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

2015

CA MTCS for the Energy Sector

Scope Analysis

400.436.350 Business Development Representative 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	3	*3	5	--	--	79.3	--	--	--	91.5	--	--	--	106.2	--
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	9	12	20	78.0	84.3	83.6	87.6	85.5	92.0	93.0	96.7	87.1	102.1	101.2	112.9
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	15	19	32	76.7	83.0	83.2	87.6	84.8	92.1	92.2	96.7	87.1	97.5	99.6	111.2
Calgary	15	18	31	76.5	83.0	82.6	86.7	84.7	91.9	91.6	95.5	86.9	96.9	99.3	111.2
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
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.

400.436.350 Business Development Representative 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	16	21	34	2.0	77.3	83.0	83.3	88.0	84.6	91.7	91.9	95.9	86.8	97.5	99.3	111.0
Under \$100 Million	3	*3	7	--	--	--	81.9	--	--	--	83.3	--	--	--	83.3	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	*6	11	2.0	78.0	82.0	83.9	85.7	85.1	92.3	91.9	94.0	87.7	106.2	101.8	111.2
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	9	13	16.0	78.1	84.1	84.3	90.5	85.5	95.4	96.9	109.7	88.3	98.1	102.4	113.9
Barrel of Oil Equivalent/Day																
All	5	6	9	--	75.1	83.0	82.8	89.3	88.7	94.0	96.0	106.2	98.6	110.2	108.4	114.3
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	2	*3	5	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	4	--	--	92.4	90.3	--	--	92.4	94.1	--	--	108.2	110.4	--
350 < 1,500	5	5	13	908	77.0	82.0	81.9	85.7	79.4	92.3	91.1	94.7	79.4	106.5	102.2	113.7
1,500 and Over	6	10	14	6,273	76.3	81.2	81.7	86.1	84.6	89.4	91.8	99.4	86.8	90.9	94.3	102.8

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

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

2015

CA MTCS for the Energy Sector

410.100.210 Marketing Director

Specialization: All Incumbents

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

Incumbents in the same position: 31										Year over Year % Increase (Mean): 2.8%			
(Compensation Data Displayed in \$000s)										Dist. Orgs	Num Obs	% of Obs Elig	
Actual Annual Cash Compensation										Incentives and Eligibility			
Base Salary – Inc Weighted (All)	21	24	38	147.2	189.9	206.0	203.0	224.1	248.7	STI	20	37	97
Base Salary – Org Weighted (All)	21	24	N/A	120.9	184.5	202.7	197.4	216.3	250.7	Other Guaranteed Cash	3	3	8
STI Granted (\$ Amount) Recvg	18	21	33	21.8	55.2	89.8	111.9	135.0	267.4	Other Non-Guaranteed Cash	5	9	24
STI Granted (% of Base) Recvg	18	21	33	14.6	23.9	42.5	52.4	65.5	122.9	LTI	16	32	84
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	2	--	--	--	--	--	--	Overtime	1	1	3
Total Cash Comp – Inc Weighted (All)	21	24	38	148.0	227.2	288.5	300.6	377.5	464.0	Salary Range			
Total Cash Comp – Org Weighted (All)	21	24	N/A	131.8	205.9	269.1	275.0	332.4	433.1	Minimum	11	20	163.8
Target Annual Cash Compensation										Midpoint	11	20	201.8
STI Threshold (% of Base) Eligible	4	6	9	--	9.5	10.0	12.0	16.3	--	Maximum	11	20	239.9
STI Target (% of Base) Eligible	18	21	34	19.0	25.0	30.0	45.8	40.0	125.0	Compa-ratio	11	20	101.0
STI Maximum (% of Base) Eligible	12	14	22	16.0	42.0	50.0	52.4	71.3	87.0	Demographics			
Target Total Cash Compensation	19	22	35	144.6	237.0	276.1	293.9	335.5	451.3	Graduation Year	*5	7	1986
Estimated Total Direct Compensation										Year of Birth	20	37	1968
Total Perquisite Value (\$ Amount)	16	17	28	2.4	3.5	7.1	7.7	8.8	17.6				
Total LTI (\$ Amount) – Recvg	13	16	25	50.6	76.8	97.9	133.8	170.1	257.5	Dist. Orgs	Num Obs	% of Obs	
Target Total Direct Comp (\$ Amount) – Recvg	12	15	23	266.7	347.9	382.2	422.7	484.7	601.9	Hired since 2014	21	38	3
Target Total Direct Comp (\$ Amount) – All	19	22	35	146.7	282.6	381.5	385.9	484.7	573.0				
Total Direct Comp (\$ Amount) – Recvg	13	16	25	288.9	342.1	390.4	432.9	524.5	595.9				
Total Direct Comp (\$ Amount) – All	21	24	38	148.5	296.1	386.4	394.2	522.0	565.3				
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

2015

CA MTCS for the Energy Sector

Scope Analysis

410.100.210 Marketing 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	6	*6	8	209.7	216.7	225.7	234.1	261.9	275.3	283.6	292.7	340.9	379.7	426.0	510.9
Fully Integrated	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	5	5	5	205.8	214.8	225.5	250.7	244.6	273.0	285.7	333.1	313.4	489.6	457.1	584.5
Services and Drilling	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	5	6	113.6	146.8	153.2	190.2	126.9	157.2	168.8	222.9	127.0	159.8	178.1	236.6
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	*6	14	192.0	200.2	203.8	215.3	284.7	324.6	359.0	429.3	367.1	398.4	422.7	531.7
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	16	17	30	193.1	212.1	214.7	226.0	271.9	298.2	333.1	382.4	359.7	414.6	423.8	523.5
Calgary	16	17	30	193.1	212.1	214.7	226.0	271.9	298.2	333.1	382.4	359.7	414.6	423.8	523.5
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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

2015

CA MTCS for the Energy Sector

Scope Analysis

410.100.210 Marketing 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	20	22	36	2.1	189.7	205.8	201.6	223.2	223.9	288.5	295.4	370.6	294.1	378.5	378.9	510.9
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	10	12	19	1.7	180.0	193.0	190.5	212.0	190.0	229.5	287.3	381.2	223.2	325.6	335.4	422.9
\$3 < \$5 Billion	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	5	10	25.1	209.6	224.3	224.5	240.2	290.1	338.6	334.2	379.5	384.2	476.8	466.9	537.9
Barrel of Oil Equivalent/Day																
All	6	*6	8	--	209.7	216.7	225.7	234.1	261.9	275.3	283.6	292.7	340.9	379.7	426.0	510.9
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	4	4	--	--	211.4	227.7	--	--	266.4	285.1	--	--	503.8	498.1	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	4	4	--	--	211.4	227.7	--	--	266.4	285.1	--	--	503.8	498.1	--
100,000 and Over	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	*4	5	--	--	210.6	208.0	--	--	259.8	244.3	--	--	325.6	386.2	--
350 < 1,500	7	7	15	908	192.5	211.3	206.7	224.5	229.5	348.1	339.8	419.9	333.7	406.4	409.2	559.0
1,500 and Over	9	11	16	3,666	171.0	193.1	194.8	232.8	223.9	285.9	269.8	325.9	252.7	371.7	348.1	430.3

*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

410.460.340 Market Research Analyst

Specialization: All Incumbents

Responsible for market research and analysis to determine market activity and market trends. Reviews data on established customers and monitors competitors' market penetration to identify new sales opportunities and enhance organization visibility in the marketplace. Prepares detailed reports on market conditions. May set up or coordinate trade shows, meetings, and preparation of advertising materials. Requires a college degree and 4 or more years of industry experience.

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)	7	7	13	78.9	85.5	90.0	96.9	105.0	130.7
Base Salary – Org Weighted (All)	7	7	N/A	--	87.3	96.4	102.9	112.8	--
STI Granted (\$ Amount) Recvg	6	*6	11	2.0	2.4	11.5	10.0	13.5	22.6
STI Granted (% of Base) Recvg	6	*6	11	2.3	2.4	12.0	9.9	14.9	16.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	7	7	13	83.5	87.7	103.5	105.3	113.4	150.2
Total Cash Comp – Org Weighted (All)	7	7	N/A	--	92.1	100.2	112.5	124.3	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	2	*2	7	--	--	--	--	--	--
STI Target (% of Base) Eligible	7	7	12	3.0	4.3	10.0	8.7	10.0	15.5
STI Maximum (% of Base) Eligible	5	*5	10	3.8	3.8	17.5	15.2	20.0	32.6
Target Total Cash Compensation	7	7	13	83.0	91.0	100.8	104.9	110.9	148.8

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	3	3	3	--	--	--	1.0	--	--
Total LTI (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	7	7	13	83.0	91.0	100.8	107.7	114.1	164.0
Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	7	7	13	83.5	87.7	103.5	108.1	115.7	166.1

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):

3.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	7	12	92
Other Guaranteed Cash	2	4	31
Other Non-Guaranteed Cash	2	2	15
LTI	2	2	15
Overtime	2	5	38

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	7	13	1976

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	7	13	23

2015

CA MTCS for the Energy Sector

Scope Analysis

410.460.340 Market Research Analyst

				Base Salary				Total Cash Compensation				Total Direct Compensation			
Scope Category	Distinct Orgs	Num Orgs	Num Obs	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*4	10	--	89.8	91.9	--	--	103.1	98.9	--	--	103.1	99.0	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	4	*4	5	--	90.0	101.6	--	--	92.1	109.6	--	--	92.1	116.6	--
Calgary	4	*4	5	--	90.0	101.6	--	--	92.1	109.6	--	--	92.1	116.6	--
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

410.460.340 Market Research Analyst

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	13	1.9	85.5	90.0	96.9	105.0	87.7	103.5	105.3	113.4	87.7	103.5	108.1	115.7
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	*4	10	--	--	89.8	94.9	--	--	103.1	103.2	--	--	103.1	104.9	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	4	*4	9	--	--	90.0	96.7	--	--	103.5	106.3	--	--	103.5	108.1	--

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

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

420.010.120 Top Sales Executive - Subsidiary/Group/Division**Specialization:** All Incumbents

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Do not match this position if employee is responsible for both marketing and sales - see Top Sales and Marketing Executive. Note: Reporting entity is Subsidiary/Group/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:	4									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				
Actual Annual Cash Compensation										Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Base Salary – Inc Weighted (All)	4	4	4	--	--	287.7	274.3	--	--	STI	4	4	100
Base Salary – Org Weighted (All)	4	4	N/A	--	--	287.7	274.3	--	--	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	3	3	3	--	--	--	261.4	--	--	Other Non-Guaranteed Cash	0	0	0
STI Granted (% of Base) Recvg	3	3	3	--	--	--	91.0	--	--	LTI	4	4	100
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	4	4	4	--	--	448.7	470.4	--	--				
Total Cash Comp – Org Weighted (All)	4	4	N/A	--	--	448.7	470.4	--	--	Salary Range	Dist. Orgs	Num Obs	Median
Target Annual Cash Compensation										Minimum	0	0	--
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--	Midpoint	0	0	--
STI Target (% of Base) Eligible	4	4	4	--	--	60.0	88.8	--	--	Maximum	0	0	--
STI Maximum (% of Base) Eligible	2	*2	2	--	--	--	--	--	--	Compa-ratio	0	0	--
Target Total Cash Compensation	4	4	4	--	--	409.6	514.8	--	--				
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	3	3	3	--	--	--	12.0	--	--	Graduation Year	0	0	--
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	288.4	--	--	Year of Birth	4	4	1967
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	703.8	--	--				
Target Total Direct Comp (\$ Amount) – All	4	4	4	--	--	775.3	740.1	--	--	Dist. Orgs	Num Obs	% of Obs	
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	671.2	--	--	Hired since 2014	4	4	0
Total Direct Comp (\$ Amount) – All	4	4	4	--	--	743.3	695.7	--	--				
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

420.010.120 Top Sales 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	4	4	4	--	--	287.7	274.3	--	--	448.7	470.4	--	--	743.3	695.7	--
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--

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

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

420.100.220 Sales Manager

Specialization: All Incumbents

Plans, directs, and monitors the activities of a sales team within a specified geography, product line, or market segment to achieve established sales targets. Develop sales plans, activities, and campaigns and manage the day-to-day activities of a sales team in order to implement the organisation's overall sales strategy for an assigned geography, product line, market segment, or list of customer accounts. Prepare sales forecasts and budgets; monitor sales volume, revenues, and costs against forecasts to identify problem areas, and adapt procedures or re-allocate resources to improve the overall performance of the sales team. Negotiate sales with existing and new customers who are of strategic importance to the organisation. Contribute to the development of sales, marketing, customer retention, advertising, pricing, and distribution strategies for area of responsibility. Coach sales representatives on the technical aspects of the organisation's products and services; on marketing campaigns and sales promotions; and on sales techniques, procedures and standards that will help them achieve their sales targets.

Incumbents in the same position:	88									Year over Year % Increase (Mean):				3.3%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig	
Actual Annual Cash Compensation														
Base Salary – Inc Weighted (All)	32	37	134	77.8	124.4	155.3	152.2	174.4	217.7	STI	28	101	75	
Base Salary – Org Weighted (All)	32	37	N/A	122.8	145.0	158.9	162.2	178.0	210.8	Other Guaranteed Cash	7	18	13	
STI Granted (\$ Amount) Recvg	23	25	72	12.2	24.9	32.0	43.0	60.4	92.2	Other Non-Guaranteed Cash	9	37	28	
STI Granted (% of Base) Recvg	23	25	72	10.2	16.4	21.1	26.2	33.2	46.3	LTI	21	59	44	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	7	9	--	1.1	5.0	22.8	17.5	--	Overtime	2	6	4	
Total Cash Comp – Inc Weighted (All)	32	37	134	77.8	129.9	177.4	176.8	220.1	265.2					
Total Cash Comp – Org Weighted (All)	32	37	N/A	127.5	157.7	186.5	199.7	222.4	307.4					
Target Annual Cash Compensation														
STI Threshold (% of Base) Eligible	6	*6	31	5.0	10.0	10.0	13.3	20.0	20.0	Salary Range	Dist. Orgs	Num Obs	Median	
STI Target (% of Base) Eligible	24	28	90	20.0	20.0	27.5	28.4	30.0	50.0	Minimum	16	86	118.1	
STI Maximum (% of Base) Eligible	18	21	70	30.0	30.0	40.0	53.2	82.5	100.0	Midpoint	16	88	147.3	
Target Total Cash Compensation	28	32	123	77.6	150.4	192.3	188.8	234.5	274.1	Maximum	16	86	174.6	
Estimated Total Direct Compensation										Compa-ratio	16	88	102.5	
Total Perquisite Value (\$ Amount)	16	19	48	0.8	3.4	9.3	10.6	19.0	21.8	Demographics	Dist. Orgs	Num Obs	Median	
Total LTI (\$ Amount) – Recvg	19	22	51	18.5	30.7	56.7	63.1	90.2	118.6	Graduation Year	*2	9	--	
Target Total Direct Comp (\$ Amount) – Recvg	15	18	38	176.5	204.9	235.2	260.1	316.6	383.0	Year of Birth	30	132	1966	
Target Total Direct Comp (\$ Amount) – All	28	32	123	77.6	159.4	209.4	217.2	270.4	357.2					
Total Direct Comp (\$ Amount) – Recvg	19	22	51	167.2	197.3	275.8	282.9	358.8	414.9		Dist. Orgs	Num Obs	% of Obs	
Total Direct Comp (\$ Amount) – All	32	37	134	77.8	148.8	190.9	204.7	236.3	358.1	Hired since 2014	31	127	7	
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	5	--	--	--	7.1	--	--					

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

2015

CA MTCS for the Energy Sector

Scope Analysis

420.100.220 Sales Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	2	*2	9	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	1	*1	8	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	18	20	87	117.3	152.3	140.7	168.5	117.3	166.9	163.1	200.0	118.3	175.3	180.6	210.0
Services and Equipment	16	18	79	103.6	149.2	138.0	168.5	103.6	162.1	157.0	193.4	103.6	169.2	168.0	200.0
Drilling	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*5	8	121.3	158.3	154.5	191.1	147.1	180.6	171.2	198.2	157.9	186.1	179.1	211.3
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	4	*4	11	--	158.4	169.4	--	--	211.1	226.9	--	--	274.7	278.0	--
Engineering, Procurement & Construction	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	11	--	--	165.8	--	--	--	200.6	--	--	--	260.6	--
Incumbent Location***															
British Columbia	3	*3	5	--	--	100.2	--	--	--	108.0	--	--	--	116.1	--
All Alberta	30	34	108	122.8	156.9	152.0	174.2	145.7	179.6	177.3	214.1	147.9	190.9	202.5	233.0
Calgary	28	29	90	125.2	159.3	156.3	178.3	149.6	185.6	182.7	220.8	157.8	198.1	210.4	239.9
Edmonton	5	*5	7	75.7	112.3	120.9	164.5	75.7	124.3	142.1	169.5	75.7	124.3	161.9	174.1
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	4	*4	10	--	148.9	134.8	--	--	153.2	151.6	--	--	153.3	156.8	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	8	8	16	133.8	164.2	175.5	218.0	151.1	215.4	208.4	232.1	181.1	277.4	257.6	316.2
Atlantic Canada	3	*3	4	--	--	122.2	--	--	--	140.3	--	--	--	144.3	--
Ontario	4	*4	8	--	214.9	204.5	--	--	230.7	247.7	--	--	309.5	320.6	--
Québec	3	*3	4	--	--	170.6	--	--	--	197.8	--	--	--	244.9	--

*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

2015

CA MTCS for the Energy Sector

Scope Analysis

420.100.220 Sales 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	29	33	130	2.3	122.8	155.3	152.1	174.4	129.9	177.4	177.1	220.8	148.8	190.9	205.6	239.9
Under \$100 Million	4	*5	11	0.0	154.2	172.0	171.9	198.0	168.5	198.3	205.2	235.2	168.5	198.3	211.9	235.2
\$100 < \$500 Million	4	*4	9	--	--	139.2	129.8	--	--	157.2	162.3	--	--	157.2	167.9	--
\$500 < \$1 Billion	3	*3	24	--	--	--	94.6	--	--	--	100.9	--	--	--	109.5	--
\$1 < \$3 Billion	10	11	53	2.4	143.6	159.5	156.2	168.8	150.7	178.0	179.1	203.5	166.7	190.3	202.3	212.0
\$3 < \$5 Billion	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	9	30	16.0	153.6	190.8	192.2	229.3	182.7	226.6	230.0	284.8	230.4	288.4	300.0	386.3
Barrel of Oil Equivalent/Day																
All	2	*2	13	--	--	--	--	--	--	--	--	--	--	--	--	--
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	2	*2	13	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	13	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	*4	7	--	--	130.0	142.0	--	--	130.0	167.9	--	--	169.2	204.5	--
350 < 1,500	7	*8	34	782	76.2	89.9	109.4	143.0	76.2	93.8	122.3	157.0	76.2	93.8	129.9	186.5
1,500 and Over	18	20	87	3,950	149.0	160.5	169.2	180.4	162.1	191.8	199.5	228.5	172.2	207.9	236.2	296.7

*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

430.000.121 Top Customer Service Executive

Specialization: All Incumbents

Responsible for improving or maintaining positive customer relationships through the implementation of programs to address customer complaints and concerns. Establishes and implements customer service standards. Areas of responsibility typically include customer accounting, billing, credit, and collection. Typically reports to a Chief Executive 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)										2.0%			
	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	10	129.9	164.9	221.6	205.5	236.5	249.5	STI	10	10	100
Base Salary – Org Weighted (All)	10	10	N/A	129.9	164.9	221.6	205.5	236.5	249.5	Other Guaranteed Cash	2	2	20
STI Granted (\$ Amount) Recvg	9	9	9	--	30.5	90.8	78.6	115.7	--	Other Non-Guaranteed Cash	3	3	30
STI Granted (% of Base) Recvg	9	9	9	--	20.6	41.0	36.1	49.2	--	LTI	6	6	60
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	10	10	10	153.1	174.8	299.7	276.7	344.2	365.5				
Total Cash Comp – Org Weighted (All)	10	10	N/A	153.1	174.8	299.7	276.7	344.2	365.5				
Target Annual Cash Compensation													
STI Threshold (% of Base) Eligible	5	5	5	--	8.9	12.5	12.6	16.3	--				
STI Target (% of Base) Eligible	10	10	10	15.3	17.9	27.5	27.1	35.0	39.5				
STI Maximum (% of Base) Eligible	9	9	9	--	29.3	50.0	46.4	60.0	--				
Target Total Cash Compensation	10	10	10	154.3	193.2	280.2	263.4	314.1	336.8				
Estimated Total Direct Compensation													
Total Perquisite Value (\$ Amount)	8	8	8	--	3.4	8.0	8.8	14.0	--				
Total LTI (\$ Amount) – Recvg	5	5	5	--	56.6	70.0	88.5	129.8	--				
Target Total Direct Comp (\$ Amount) – Recvg	5	5	5	--	344.8	378.5	398.3	461.8	--				
Target Total Direct Comp (\$ Amount) – All	10	10	10	154.4	195.6	333.8	314.7	383.0	514.1				
Total Direct Comp (\$ Amount) – Recvg	5	5	5	--	379.5	396.6	427.4	490.7	--				
Total Direct Comp (\$ Amount) – All	10	10	10	153.5	175.8	364.9	328.0	403.9	542.6				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--				

Year over Year % Increase (Mean):			
	Dist. Orgs	Num Obs	% of Obs Elig
Incentives and Eligibility			
STI	10	10	100
Other Guaranteed Cash	2	2	20
Other Non-Guaranteed Cash	3	3	30
LTI	6	6	60
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	0	0	--
Year of Birth	10	10	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	10	10	0

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

2015

CA MTCS for the Energy Sector

Scope Analysis

430.000.121 Top Customer Service 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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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	8	8	8	182.0	221.6	207.8	234.3	196.6	299.7	278.2	339.3	201.5	364.9	318.7	395.4
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	6	6	6	200.7	221.6	218.5	238.9	258.5	324.7	302.6	346.7	319.3	394.2	385.5	458.3
Calgary	4	4	4	--	228.3	229.2	--	--	326.2	326.5	--	--	408.9	435.1	--
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	3	3	--	--	167.5	--	--	--	227.7	--	--	--	229.8	--
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.

**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

430.000.121 Top Customer Service 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	10	10	10	2.0	164.9	221.6	205.5	236.5	174.8	299.7	276.7	344.2	175.8	364.9	328.0	403.9
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	3	3	--	--	--	199.4	--	--	--	276.0	--	--	--	331.1	--
\$1 < \$3 Billion	5	5	5	--	150.6	221.7	202.9	245.8	161.8	268.4	259.1	351.8	163.4	278.3	311.5	476.0
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	4	4	4	--	--	226.8	207.6	--	--	326.2	296.2	--	--	377.3	339.0	--
1,500 and Over	5	5	5	--	169.3	221.7	210.4	245.8	209.6	287.1	282.0	351.8	214.7	367.1	349.7	476.0

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

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

510.104.321 Project Planner/Scheduler E**Specialization:** All Incumbents

Responsible for establishing baseline criteria to plan and schedule workload relative to various complex engineering and construction projects. Prepares project planning and scheduling status reports and recommends remedial actions. Carries out necessary preplanning to examine scope of work and services, work breakdown structure, engineering quality and quantities, financial and contractual obligations and division of responsibility to control and report on planning and scheduling activities. Works with third parties to ensure plans are realistic and achievable; analyzes third party contractor progress information. Prepares schedules for commissioning and start up. Determines schedule priorities in consultation with project leaders. Makes decisions involving the planning, organizing and scheduling of work. Recommends changes in methods and systems. Typically reports to Project Controls Supervisor or Manager. May supervise staff.

Incumbents in the same position:	21										Year over Year % Increase (Mean):			2.3%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation														
Base Salary – Inc Weighted (All)	17	*22	63	134.8	139.0	147.5	149.6	159.7	172.7		STI	15	59	94
Base Salary – Org Weighted (All)	17	*22	N/A	123.6	139.7	154.2	150.5	162.1	176.4		Other Guaranteed Cash	6	13	21
STI Granted (\$ Amount) Recvg	13	*17	57	27.1	31.2	38.4	40.6	44.8	65.4		Other Non-Guaranteed Cash	5	13	21
STI Granted (% of Base) Recvg	13	*17	57	18.8	21.2	25.6	26.3	29.4	35.3		LTI	9	53	84
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*3	4	--	--	--	--	--	--		Overtime	2	4	6
Total Cash Comp – Inc Weighted (All)	17	*22	63	140.3	171.5	184.4	186.6	203.4	235.3					
Total Cash Comp – Org Weighted (All)	17	*22	N/A	123.6	159.4	190.5	182.9	212.9	230.7					
Target Annual Cash Compensation											Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	3	*3	4	--	--	--	7.1	--	--		Minimum	*12	57	129.3
STI Target (% of Base) Eligible	14	*18	58	17.8	20.0	20.0	20.6	20.0	25.0		Midpoint	*12	57	152.1
STI Maximum (% of Base) Eligible	10	13	22	27.9	30.0	50.0	51.4	75.0	75.0		Maximum	*12	57	190.2
Target Total Cash Compensation	16	*21	62	160.2	166.1	179.2	179.8	192.5	213.5		Compa-ratio	12	57	96.0
Estimated Total Direct Compensation											Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	7	10	15	0.4	0.4	0.4	2.8	5.4	9.6		Graduation Year	*1	1	--
Total LTI (\$ Amount) – Recvg	8	*10	46	15.5	22.2	23.4	29.4	26.0	56.8		Year of Birth	*16	61	1967
Target Total Direct Comp (\$ Amount) – Recvg	8	*10	46	185.6	191.6	200.7	210.0	217.3	252.5					
Target Total Direct Comp (\$ Amount) – All	16	*21	62	161.1	188.3	199.2	202.3	215.5	248.6			Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	8	*10	46	189.1	198.6	208.0	217.9	225.6	262.3		Hired since 2014	17	63	16
Total Direct Comp (\$ Amount) – All	17	*22	63	148.9	193.8	207.2	208.7	233.4	255.6					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	10	--	--	5.7	11.3	--	--					

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

2015

CA MTCS for the Energy Sector

Scope Analysis

510.104.321 Project Planner/Scheduler 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	6	8	16	148.3	163.6	162.2	176.4	192.2	203.8	212.6	242.7	216.6	240.3	244.8	267.4
Fully Integrated	4	*4	9	--	150.5	151.9	--	--	192.9	196.9	--	--	222.8	237.5	--
Exploration & Production	3	*4	7	--	173.5	175.4	--	--	242.0	232.7	--	--	243.8	254.2	--
Services and Drilling	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	4	6	--	136.8	128.9	--	--	150.2	141.3	--	--	154.9	148.1	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*3	34	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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	13	*17	57	140.0	147.6	151.9	159.9	173.8	184.7	191.1	203.8	195.3	207.8	215.1	234.0
Calgary	8	*12	49	140.7	147.5	150.4	159.6	176.6	184.7	190.1	197.3	198.2	207.8	217.8	233.6
Edmonton	3	3	3	--	--	145.0	--	--	--	157.7	--	--	--	159.7	--
Fort McMurray	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	3	3	3	--	--	157.9	--	--	--	196.7	--	--	--	196.9	--
Manitoba/Saskatchewan	3	3	3	--	--	151.7	--	--	--	181.8	--	--	--	191.4	--
Eastern Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

510.104.321 Project Planner/Scheduler 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	14	*19	60	2.3	138.6	146.5	149.0	159.7	171.9	184.4	186.0	198.7	193.9	207.1	209.2	233.7
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	3	*3	4	--	--	--	113.4	--	--	--	113.4	--	--	--	113.4	--
\$1 < \$3 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	*9	48	28.0	140.4	147.5	152.0	159.7	176.5	184.6	194.1	207.5	199.0	208.7	219.8	236.4
Barrel of Oil Equivalent/Day																
All	5	*5	9	--	142.5	153.3	154.7	164.7	186.9	192.9	198.1	207.7	213.2	222.8	245.3	264.6
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
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	7	--	--	--	155.1	--	--	--	200.7	--	--	--	260.9	--
100,000 < 300,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	5	5	--	133.6	165.6	154.7	170.3	133.6	199.1	178.8	213.8	141.1	212.0	188.8	225.0
350 < 1,500	5	5	6	--	97.3	129.5	128.3	157.0	97.3	129.5	135.9	174.4	97.3	129.5	145.8	190.7
1,500 and Over	8	*12	52	4,782	140.4	147.5	151.6	159.7	176.5	184.8	193.2	204.1	197.8	208.0	217.9	234.0

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

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

510.104.331 Project Planner/Scheduler D

Specialization: All Incumbents

A specialist level requiring significant knowledge and proficiency of engineering and construction planning/scheduling. Prepares and maintains complex engineering and construction schedules for projects and project proposals. Prepares reports to and maintains liaison with management regarding project planning and scheduling activities. Ensures the maintenance of all essential records and reports. Determines work procedures and makes recommendations for improvements. Works with third parties to ensure plans are carried out, recommends corrective actions when the work schedule deviates. Facilitates continuous improvement related to all project functions. Typically requires a high level of knowledge around technology and proper application of tools and resources. Typically requires an Engineering degree with 10-15 years of engineering / construction experience. May have a technical diploma with 15 or more years of experience.

Incumbents in the same position:

93

(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)	24	31	169	108.3	115.7	122.9	124.4	135.9	144.5
Base Salary – Org Weighted (All)	24	31	N/A	110.5	118.6	125.1	126.1	136.5	142.6
STI Granted (\$ Amount) Recvg	21	27	147	12.8	19.2	22.6	24.0	29.9	35.9
STI Granted (% of Base) Recvg	21	27	147	10.8	15.6	18.5	18.9	22.7	26.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	*5	25	0.6	0.6	0.6	2.0	3.0	5.2
Total Cash Comp – Inc Weighted (All)	24	31	169	117.2	134.3	143.5	145.5	160.1	173.7
Total Cash Comp – Org Weighted (All)	24	31	N/A	113.3	136.5	142.9	146.4	160.2	181.2

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*5	14	5.0	5.0	10.0	8.0	10.0	10.0
STI Target (% of Base) Eligible	21	27	148	12.0	15.0	15.0	16.0	18.0	20.0
STI Maximum (% of Base) Eligible	15	20	76	25.0	27.0	34.0	37.2	44.0	60.0
Target Total Cash Compensation	24	31	167	123.1	133.2	140.6	143.0	158.2	172.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	10	*12	34	0.3	0.4	0.4	1.0	0.5	2.0
Total LTI (\$ Amount) – Recvg	12	*14	80	9.0	9.3	10.0	16.5	24.9	35.1
Target Total Direct Comp (\$ Amount) – Recvg	12	*14	80	137.8	142.5	150.9	158.1	169.5	193.1
Target Total Direct Comp (\$ Amount) – All	24	31	167	127.9	139.4	150.1	151.1	164.5	179.0
Total Direct Comp (\$ Amount) – Recvg	12	*14	80	137.1	146.2	153.3	161.1	175.8	189.1
Total Direct Comp (\$ Amount) – All	24	31	169	120.0	140.3	152.8	153.6	170.9	183.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	9	11	36	12.6	14.0	19.0	22.1	32.5	37.3
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	22	150	89
Other Guaranteed Cash	10	39	23
Other Non-Guaranteed Cash	8	67	40
LTI	13	113	67
Overtime	10	51	30

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	17	138	107.0
Midpoint	17	139	125.9
Maximum	17	138	157.4
Compa-ratio	17	139	99.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*4	22	1999
Year of Birth	23	166	1971

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	24	169	19

510.104.331 Project Planner/Scheduler 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	10	12	54	122.2	131.1	133.5	143.4	147.3	159.0	162.3	177.1	161.4	174.7	177.7	188.9
Fully Integrated	3	*3	14	--	--	134.2	--	--	--	163.0	--	--	--	170.1	--
Exploration & Production	8	9	40	121.5	131.1	133.3	142.7	146.2	158.2	162.0	173.6	166.7	176.2	180.4	189.9
Services and Drilling	4	*5	18	82.7	126.7	117.4	137.8	82.7	128.5	117.6	137.8	82.7	130.1	118.4	141.0
Services and Equipment	4	*5	18	82.7	126.7	117.4	137.8	82.7	128.5	117.6	137.8	82.7	130.1	118.4	141.0
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	*4	13	--	123.9	118.1	--	--	145.1	140.7	--	--	145.1	140.7	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	*6	60	113.3	117.8	118.8	122.2	131.3	138.6	139.0	144.3	138.3	148.0	147.5	154.2
Upgrading	1	*1	7	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	10	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	22	28	150	115.8	123.4	125.0	137.3	134.5	144.0	146.5	160.4	140.4	153.9	155.2	171.9
Calgary	16	*19	93	113.3	119.6	123.3	138.9	133.9	143.0	145.5	160.9	142.3	152.8	153.4	168.0
Edmonton	4	*5	11	111.8	117.6	118.7	124.8	124.3	132.7	137.9	146.4	124.3	133.2	144.0	158.9
Fort McMurray	4	*5	14	129.3	135.0	137.3	145.9	136.4	153.4	155.7	165.9	136.4	153.9	162.1	179.3
Other Alberta	8	*9	32	119.7	127.0	126.7	134.6	141.3	147.3	148.2	160.6	146.3	167.8	161.4	175.8
Manitoba/Saskatchewan	2	*2	11	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*4	6	--	102.2	108.1	--	--	105.2	115.7	--	--	105.2	121.8	--
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
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.

510.104.331 Project Planner/Scheduler 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	23	30	162	2.4	115.0	122.2	123.7	133.8	133.5	143.3	144.7	157.5	140.2	152.1	153.1	171.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	*4	12	--	--	135.0	132.4	--	--	135.0	135.8	--	--	135.9	137.1	--
\$500 < \$1 Billion	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	9	10	48	2.1	116.6	126.8	125.0	134.7	139.9	147.5	144.6	159.1	141.0	160.7	156.6	175.8
\$3 < \$5 Billion	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	8	*13	92	22.3	115.8	120.9	124.7	131.9	134.4	143.2	149.9	163.8	143.4	153.3	158.2	169.5
Barrel of Oil Equivalent/Day																
All	11	12	48	124,208	122.8	131.1	132.8	142.3	143.6	153.7	156.8	170.0	161.3	172.1	172.3	182.9
Under 10,000	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	*4	9	--	--	140.7	145.6	--	--	160.3	167.7	--	--	189.2	187.1	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	*3	8	--	--	--	144.6	--	--	--	164.9	--	--	--	186.6	--
100,000 and Over	5	*6	31	284,826	119.6	127.1	127.3	134.9	142.9	150.3	152.7	161.1	161.4	174.4	171.2	181.9
100,000 < 300,000	3	*3	18	--	--	--	124.2	--	--	--	144.1	--	--	--	167.7	--
300,000 and Over	2	*3	13	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*3	10	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	5	*5	23	461	86.8	122.5	114.4	128.4	96.8	143.2	130.0	151.0	111.7	174.4	152.2	182.2
1,500 and Over	16	22	135	3,586	115.6	122.2	125.2	135.0	134.3	143.5	147.6	160.2	140.3	150.9	153.7	166.3

*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.

510.104.341 Project Planner/Scheduler C**Specialization: All Incumbents**

A fully qualified level requiring considerable knowledge of engineering and construction planning/scheduling. Prepares and maintains schedules for projects and project proposals. Prepares reports for management; maintains all essential records and reports. Monitors costs and identifies variance to the budgeted cost plan. Issues work orders and assists in invoice reviews and payment approvals. Participates in regular meetings with Engineering and Construction crews to review daily/weekly work schedules and backlogs. Actively identifies safety, communication and permitting requirements for all planned tasks. Prepares area coordination schedules as required. Documents and data produced are subject to review by department head or delegate. Works under general direction with established guidelines for conformance with procedures, technical veracity and project needs. Usual qualifications include an Engineering degree with 8-10 years of engineering/construction experience. May have a technical diploma with 10 or more years of experience.

Incumbents in the same position:	79								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Actual Annual Cash Compensation									
Base Salary – Inc Weighted (All)	28	30	138	77.0	88.0	95.6	99.1	104.9	129.0
Base Salary – Org Weighted (All)	28	30	N/A	78.2	91.8	101.9	106.6	127.2	135.5
STI Granted (\$ Amount) Recvg	18	20	98	6.0	10.2	11.9	14.9	19.0	25.8
STI Granted (% of Base) Recvg	18	20	98	8.2	10.6	12.6	14.2	18.5	22.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	28	30	138	77.5	94.9	104.7	109.8	121.9	137.1
Total Cash Comp – Org Weighted (All)	28	30	N/A	86.6	98.3	108.9	117.3	132.5	153.7
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	3	*3	14	--	--	--	5.4	--	--
STI Target (% of Base) Eligible	18	20	98	10.0	10.0	10.0	12.1	14.0	15.0
STI Maximum (% of Base) Eligible	13	14	54	12.5	20.0	21.0	25.6	30.8	45.0
Target Total Cash Compensation	27	29	135	78.2	93.1	104.1	108.2	118.1	137.8
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	10	11	43	0.1	0.3	0.3	0.9	0.5	1.3
Total LTI (\$ Amount) – Recvg	9	*10	50	5.1	5.3	5.6	8.8	6.3	20.6
Target Total Direct Comp (\$ Amount) – Recvg	9	*10	50	99.8	103.2	108.0	120.8	122.0	174.9
Target Total Direct Comp (\$ Amount) – All	27	29	135	78.2	97.5	107.6	111.7	120.3	145.3
Total Direct Comp (\$ Amount) – Recvg	9	*10	50	101.2	104.9	110.2	122.8	123.5	169.8
Total Direct Comp (\$ Amount) – All	28	30	138	77.5	97.9	109.4	113.2	123.5	144.6
Total Other Guaranteed Cash									
Total Other Guaranteed Cash (\$ Amount) Recvg	7	*8	30	4.5	9.9	10.4	15.5	24.2	39.0

Year over Year % Increase (Mean): 2.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	20	101	73
Other Guaranteed Cash	9	32	23
Other Non-Guaranteed Cash	7	26	19
LTI	10	62	45
Overtime	11	100	72

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	15	103	81.3
Midpoint	15	103	95.6
Maximum	15	103	119.6
Compa-ratio	15	103	97.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*3	7	--
Year of Birth	25	135	1976

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	25	133	23

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

2015

CA MTCS for the Energy Sector

Scope Analysis

510.104.341 Project Planner/Scheduler 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	6	6	14	100.9	117.1	120.9	140.7	112.0	131.8	140.1	173.4	112.6	142.6	145.1	176.8
Fully Integrated	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	*4	8	--	132.9	135.9	--	--	155.6	157.6	--	--	168.8	163.5	--
Services and Drilling	7	7	29	78.4	92.0	97.7	115.9	78.9	92.0	102.0	115.9	79.1	92.0	105.7	115.9
Services and Equipment	7	7	29	78.4	92.0	97.7	115.9	78.9	92.0	102.0	115.9	79.1	92.0	105.7	115.9
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	*6	21	69.4	93.1	87.4	99.0	75.4	93.1	94.2	108.8	75.5	94.5	94.5	109.5
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	3	*4	43	--	92.8	93.1	--	--	103.7	104.3	--	--	109.3	109.8	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	15	--	102.7	105.8	--	--	112.9	115.2	--	--	112.9	117.4	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	13	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	20	22	89	90.3	95.6	101.8	107.4	99.6	104.8	113.6	120.5	103.5	109.6	118.1	123.5
Calgary	15	*16	67	88.9	93.1	97.2	103.1	98.1	103.3	109.1	114.2	101.9	108.9	115.0	121.1
Edmonton	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	6	6	12	103.2	113.4	110.8	119.2	113.4	118.5	117.6	126.7	113.4	118.6	117.7	126.7
Manitoba/Saskatchewan	3	*3	15	--	--	100.8	--	--	--	118.2	--	--	--	118.2	--
Eastern Canada	5	*5	21	69.4	90.0	87.0	98.1	75.6	90.0	92.1	105.4	75.7	90.0	92.1	105.5
Atlantic Canada	2	*2	13	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	8	--	--	96.7	--	--	--	97.2	--	--	--	97.2	--
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

510.104.341 Project Planner/Scheduler 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	24	26	132	2.1	88.0	94.8	97.8	104.7	94.5	104.4	108.6	120.9	97.0	109.1	112.0	123.0
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	5	*5	14	0.2	102.0	113.4	112.6	127.5	103.6	114.7	116.3	135.5	103.6	114.7	119.6	135.7
\$500 < \$1 Billion	3	*3	13	--	--	--	93.4	--	--	--	104.7	--	--	--	109.2	--
\$1 < \$3 Billion	7	7	45	2.3	78.3	97.5	92.9	103.5	81.4	98.0	100.8	122.2	81.7	98.0	102.0	123.0
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	6	*8	57	26.5	89.4	93.7	99.6	104.6	100.6	105.5	114.2	117.0	105.0	110.2	119.4	123.5
Barrel of Oil Equivalent/Day																
All	4	*4	8	--	--	104.0	102.9	--	--	119.4	115.9	--	--	119.6	118.8	--
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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	*4	5	--	--	126.6	121.3	--	--	136.0	127.5	--	--	155.5	144.5	--
350 < 1,500	6	*6	17	1,193	77.0	93.1	95.2	103.2	77.0	100.7	106.0	108.8	77.0	101.6	110.7	117.6
1,500 and Over	14	16	110	4,100	88.0	95.1	97.3	104.6	95.3	104.7	108.3	120.7	98.1	109.4	110.9	122.0

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

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

510.104.351 Project Planner/Scheduler B**Specialization: All Incumbents**

A developmental level position. Assists senior colleagues with planning and scheduling. May assist in the preparation of detailed engineering/construction schedules and reports for management. May ensure that appropriate scheduling documentation is maintained, monitor work hours to establish trends and forecasts. Tracks and records costs through work orders and invoices. Exercises judgment in the selection, classification, compilation and analysis of data obtained from a variety of sources. Recommends solutions to routine problems. Typically operates under reasonably close supervision with clearly defined assignments and precise instructions. Typically requires experience or exposure to Project/Business Management principles and concepts, coupled with 4-8 years Engineering/Construction experience. Usual qualifications include an Engineering degree or a Technical diploma with 5-10 years major project construction experience.

Incumbents in the same position:

67

(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)	22	22	92	65.7	72.0	85.2	84.3	95.9	100.2
Base Salary – Org Weighted (All)	22	22	N/A	67.3	70.1	82.1	82.9	93.2	107.2
STI Granted (\$ Amount) Recvg	14	*14	57	4.0	7.9	10.5	11.5	15.5	18.5
STI Granted (% of Base) Recvg	14	*14	57	4.9	10.3	13.3	13.0	16.1	18.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	22	22	92	66.3	79.5	91.5	91.4	105.3	115.8
Total Cash Comp – Org Weighted (All)	22	22	N/A	67.5	76.1	86.5	89.4	98.7	122.3

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	*3	5	--	--	--	4.4	--	--
STI Target (% of Base) Eligible	13	*13	56	10.0	10.0	10.0	10.9	12.5	14.0
STI Maximum (% of Base) Eligible	10	*10	50	15.0	15.0	19.5	19.1	20.0	26.0
Target Total Cash Compensation	19	19	88	66.0	78.8	94.2	90.8	103.8	111.8

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	9	9	21	0.2	0.3	0.3	1.8	0.5	10.6
Total LTI (\$ Amount) – Recvg	4	*4	7	--	--	7.2	10.1	--	--
Target Total Direct Comp (\$ Amount) – Recvg	4	*4	7	--	--	100.7	111.3	--	--
Target Total Direct Comp (\$ Amount) – All	19	19	88	66.0	79.2	94.8	92.0	104.2	114.6
Total Direct Comp (\$ Amount) – Recvg	4	*4	7	--	--	99.2	111.8	--	--
Total Direct Comp (\$ Amount) – All	22	22	92	66.3	79.9	92.7	92.6	106.2	117.9

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	5	*5	32	8.7	9.4	9.7	11.0	11.3	16.9
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	16	60	65
Other Guaranteed Cash	6	36	39
Other Non-Guaranteed Cash	3	12	13
LTI	6	11	12
Overtime	13	62	67

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	13	55	66.0
Midpoint	13	55	85.8
Maximum	13	55	102.0
Compa-ratio	13	55	95.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	21	91	1975

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	22	90	14

510.104.351 Project Planner/Scheduler 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	4	*4	7	--	82.0	81.5	--	--	90.0	91.2	--	--	92.4	93.3	--
Fully Integrated	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	7	7	32	66.3	80.7	81.4	96.4	66.4	80.9	83.5	96.4	66.9	82.6	85.5	96.4
Services and Equipment	7	7	32	66.3	80.7	81.4	96.4	66.4	80.9	83.5	96.4	66.9	82.6	85.5	96.4
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	*3	8	--	--	79.5	--	--	--	84.3	--	--	--	84.3	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	13	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	6	--	--	80.9	--	--	--	82.6	--	--	--	82.7	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	26	--	--	95.9	--	--	--	109.6	--	--	--	109.6	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	14	14	48	70.5	77.5	79.2	91.0	74.7	82.7	84.2	94.8	74.7	82.7	85.7	94.8
Calgary	9	*9	20	63.1	75.1	76.4	89.0	63.1	75.1	82.3	96.3	63.1	75.2	85.7	106.8
Edmonton	5	*5	19	71.5	74.0	75.8	78.7	79.4	80.4	81.9	84.3	79.4	80.9	82.0	84.3
Fort McMurray	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	6	*6	29	89.2	95.7	93.0	98.1	100.2	108.7	105.4	115.4	100.2	108.7	105.9	115.4
Eastern Canada	4	*4	8	--	85.9	83.1	--	--	91.1	87.9	--	--	91.2	88.0	--
Atlantic Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	6	--	--	82.2	--	--	--	85.1	--	--	--	85.1	--
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

510.104.351 Project Planner/Scheduler 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	18	18	83	1.0	71.5	85.1	83.5	95.7	79.8	93.0	91.2	105.4	80.0	93.0	92.5	108.2
Under \$100 Million	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	5	*5	14	0.4	75.8	94.8	88.7	97.2	80.3	94.8	90.5	97.2	85.7	94.8	92.1	97.2
\$500 < \$1 Billion	3	*3	12	--	--	--	69.6	--	--	--	73.3	--	--	--	76.1	--
\$1 < \$3 Billion	6	*6	37	2.2	84.5	94.2	90.2	97.1	90.2	104.0	100.7	112.3	90.3	105.6	101.8	113.3
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*3	17	--	--	--	76.9	--	--	--	86.8	--	--	--	87.3	--
Barrel of Oil Equivalent/Day																
All	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 10,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
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	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	83.7	--	--	--	91.9	--	--	--	99.4	--
350 < 1,500	6	*6	18	1,246	62.2	68.5	73.2	81.7	62.2	68.8	76.8	82.7	62.2	68.8	80.2	82.7
1,500 and Over	11	*11	67	3,666	74.6	89.8	86.6	96.0	82.9	94.8	95.1	108.2	82.9	94.8	95.4	108.7

*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

510.104.361 Project Planner/Scheduler A**Specialization: All Incumbents**

An entry level position. Performs a variety of selected planning and scheduling tasks in order to develop knowledge and skills. Assists in the routine preparation/interpretation of planning documents. May be responsible for developing work schedules. Tracks and records costs through work orders and invoices. Ensure that all work orders are properly documented and closed in the scheduling systems. Determines level of schedule compliance and identifies reasons for completion shortfalls. Works under close supervision and usually under the guidance of an experienced Project Planner/Scheduler. Tasks and duties are assigned in detail and work is reviewed for integrity and accuracy. Usual qualifications include an Engineering degree with 4 or fewer years of experience or a Technical diploma and 3-5 years major projects construction experience

Incumbents in the same position:

35

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	17	19	61	56.3	63.6	71.4	70.8	75.0	84.6
Base Salary – Org Weighted (All)	17	19	N/A	51.7	62.9	69.0	70.6	77.5	88.4
STI Granted (\$ Amount) Recvg	8	9	20	3.4	5.2	7.3	9.0	13.3	15.7
STI Granted (% of Base) Recvg	8	9	20	5.4	8.4	11.3	12.5	16.9	20.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*3	5	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	17	19	61	59.5	65.2	72.8	73.9	80.2	95.3
Total Cash Comp – Org Weighted (All)	17	19	N/A	51.7	64.2	73.6	75.1	88.4	95.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	8	9	20	10.0	10.0	10.0	11.4	12.5	12.5
STI Maximum (% of Base) Eligible	4	*5	12	15.9	20.0	20.0	26.7	37.5	37.5
Target Total Cash Compensation	15	16	55	60.9	66.6	72.8	73.7	77.1	91.0

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	4	*5	16	0.3	0.3	0.3	0.3	0.4	0.4
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	15	16	55	60.9	66.9	73.1	73.9	78.8	91.2
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	17	19	61	59.5	65.4	73.1	74.0	80.4	95.7

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	4	--	--	--	12.2	--	--
---	---	----	---	----	----	----	------	----	----

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

Year over Year % Increase (Mean):

3.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	10	26	43
Other Guaranteed Cash	5	23	38
Other Non-Guaranteed Cash	3	11	18
LTI	1	1	2
Overtime	11	42	69

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	10	34	57.1
Midpoint	10	34	71.3
Maximum	10	34	85.6
Compa-ratio	10	34	97.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	3	--
Year of Birth	16	60	1979

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	17	60	17

510.104.361 Project Planner/Scheduler 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	3	*4	8	--	77.4	77.5	--	--	94.4	92.3	--	--	94.8	92.9	--
Fully Integrated	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*3	7	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	7	8	22	60.1	65.1	68.5	73.2	60.3	66.4	69.3	73.2	60.3	66.5	69.4	73.4
Services and Equipment	5	6	20	59.8	65.1	68.5	72.4	60.2	65.9	69.2	72.4	60.2	66.2	69.3	72.7
Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	2	*2	19	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	13	15	34	60.1	68.5	70.4	77.6	61.8	70.7	74.7	92.2	61.8	70.7	74.9	92.2
Calgary	7	7	12	59.8	68.0	73.1	88.4	59.8	71.6	75.5	92.9	59.8	72.5	75.8	93.2
Edmonton	4	*4	10	--	64.9	66.3	--	--	70.0	69.9	--	--	70.1	69.9	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	8	9	12	57.9	73.4	70.9	82.2	61.9	80.9	78.0	94.9	62.0	81.1	78.2	95.2
Manitoba/Saskatchewan	1	*1	17	--	--	--	--	--	--	--	--	--	--	--	--
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

510.104.361 Project Planner/Scheduler 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	14	16	55	2.2	63.6	71.4	70.1	75.0	65.2	72.8	73.5	77.1	65.2	73.1	73.6	77.8
Under \$100 Million	2	*3	8	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	*4	27	--	--	73.2	72.0	--	--	73.2	73.4	--	--	73.2	73.5	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*4	11	--	--	72.8	71.6	--	--	82.0	83.2	--	--	82.0	83.6	--
Barrel of Oil Equivalent/Day																
All	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
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	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	5	*5	11	1,291	55.0	62.2	64.0	74.2	56.5	62.2	66.9	74.2	56.5	62.2	66.9	74.2
1,500 and Over	7	*8	40	4,200	65.1	72.7	70.2	75.0	67.7	73.2	74.0	76.5	68.0	73.2	74.2	77.1

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

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

510.330.320 Estimator E

Specialization: All Incumbents

Develops the estimating program and produces estimates based on collected contractual data, financial requirements and the scope of work and services. Organizes estimates to the prescribed code of accounts/work breakdown structures format Prepares evaluations for allowance items, escalation and contingency Prepares "Basis of Estimate" reports. Assesses computerized estimating techniques on specific assignments. Maintains close liaison with and provides necessary input to planning and scheduling. Works closely with cost controllers to monitor project costs and produces preliminary cost curves for client information. On field assignments may act as cost estimator, evaluating client and/or sub contractor changes to original contracts.

Incumbents in the same position:	9								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Actual Annual Cash Compensation									
Base Salary – Inc Weighted (All)	11	11	19	118.1	132.4	170.5	161.9	180.0	200.0
Base Salary – Org Weighted (All)	11	11	N/A	119.8	139.2	175.6	164.7	182.6	187.0
STI Granted (\$ Amount) Recvg	8	8	12	8.1	24.2	40.6	38.2	54.1	61.4
STI Granted (% of Base) Recvg	8	8	12	6.2	14.0	23.5	21.7	29.9	31.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	11	19	126.9	132.4	198.6	186.1	222.6	259.8
Total Cash Comp – Org Weighted (All)	11	11	N/A	126.9	146.7	202.8	189.5	223.6	234.9
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	9	9	14	11.5	16.5	20.0	18.9	20.5	25.0
STI Maximum (% of Base) Eligible	4	*4	7	--	--	44.0	45.0	--	--
Target Total Cash Compensation	10	10	18	126.1	131.7	208.5	189.1	216.9	250.4
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	8	8	10	0.3	0.3	0.5	2.2	4.6	5.5
Total LTI (\$ Amount) – Recvg	3	*3	5	--	--	--	84.3	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	5	--	--	--	301.6	--	--
Target Total Direct Comp (\$ Amount) – All	10	10	18	126.1	132.3	214.6	213.7	273.7	312.7
Total Direct Comp (\$ Amount) – Recvg	3	*3	5	--	--	--	313.2	--	--
Total Direct Comp (\$ Amount) – All	11	11	19	126.9	132.4	198.9	209.4	282.7	326.8
Total Other Guaranteed Cash									
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--

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

Year over Year % Increase (Mean):			1.3%
Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	10	15	79
Other Guaranteed Cash	2	2	11
Other Non-Guaranteed Cash	6	10	53
LTI	8	12	63
Overtime	2	6	32
Salary Range			
Minimum	6	9	125.2
Midpoint	6	9	156.5
Maximum	6	9	187.8
Compa-ratio	6	9	106.3
Demographics			
Graduation Year	5	7	1989
Year of Birth	11	19	1964
Hired since 2014			
	Dist. Orgs	Num Obs	% of Obs
	11	19	21

2015

CA MTCS for the Energy Sector

Scope Analysis

510.330.320 Estimator 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	6	6	9	164.6	175.2	176.1	181.5	192.4	215.8	214.4	226.8	194.3	282.7	262.5	319.7
Fully Integrated	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	*4	5	--	180.0	179.7	--	--	222.6	216.2	--	--	223.0	253.3	--
Services and Drilling	3	*3	4	--	--	152.1	--	--	--	156.3	--	--	--	157.7	--
Services and Equipment	3	*3	4	--	--	152.1	--	--	--	156.3	--	--	--	157.7	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	11	11	18	131.7	171.4	162.4	180.8	131.7	199.2	187.9	222.8	132.3	201.0	212.6	282.9
Calgary	8	8	12	157.6	175.6	168.9	182.3	181.3	208.3	202.2	228.4	185.1	238.9	239.0	305.3
Edmonton	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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

510.330.320 Estimator 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	10	10	17	2.3	131.0	158.6	158.8	179.9	131.0	185.0	180.1	219.2	132.2	185.5	205.9	283.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	*5	10	2.3	129.0	154.9	158.6	186.9	129.0	166.3	171.7	204.9	129.0	168.9	190.3	227.3
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*3	5	--	--	--	171.3	--	--	--	214.2	--	--	--	263.8	--
Barrel of Oil Equivalent/Day																
All	7	7	11	--	158.6	176.0	175.4	183.0	185.0	213.7	211.6	230.0	185.5	264.2	251.4	312.6
Under 10,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	3	*3	5	--	--	--	173.8	--	--	--	214.4	--	--	--	281.7	--
100,000 < 300,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	7	7	14	5,527	131.7	157.9	158.5	176.4	131.7	191.8	180.8	217.5	131.7	192.2	205.1	282.9

*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

510.330.330 Estimator D

Specialization: All Incumbents

A specialist level position requiring significant knowledge of and proficiency in estimating methods. Prepares estimates for specialized disciplines or functions. Makes forecasts and monitors work packages and contracts. Advises management on construction and engineering economies. Evaluates and recommends allowances for cost escalations, contingencies and fee structures. Interfaces with project management and engineering, construction and procurement departments.

Incumbents in the same position:	19									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													
Base Salary – Inc Weighted (All)	15	15	34	109.0	119.2	127.8	130.5	141.2	157.0	STI	12	23	68
Base Salary – Org Weighted (All)	15	15	N/A	104.0	120.7	135.8	130.8	140.0	151.3	Other Guaranteed Cash	3	3	9
STI Granted (\$ Amount) Recvg	10	10	21	7.1	16.0	29.0	27.5	36.4	47.2	Other Non-Guaranteed Cash	7	14	41
STI Granted (% of Base) Recvg	10	10	21	6.5	11.9	20.7	20.0	25.2	33.3	LTI	7	17	50
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	4	--	--	--	--	--	--	Overtime	4	12	35
Total Cash Comp – Inc Weighted (All)	15	15	34	112.1	124.9	137.7	147.7	171.0	189.4				
Total Cash Comp – Org Weighted (All)	15	15	N/A	107.9	125.6	139.3	148.9	170.0	199.2				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--	Minimum	8	21	110.8
STI Target (% of Base) Eligible	10	10	19	10.0	15.0	16.0	15.8	20.0	20.0	Midpoint	8	21	138.5
STI Maximum (% of Base) Eligible	7	7	14	10.6	15.6	37.0	34.7	48.0	60.0	Maximum	8	21	161.4
Target Total Cash Compensation	13	13	30	112.2	131.1	141.3	145.3	164.4	179.2	Compa-ratio	8	21	100.0
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	5	*5	13	0.3	0.3	0.4	0.8	0.5	3.5	Graduation Year	*4	7	1988
Total LTI (\$ Amount) – Recvg	4	*4	7	--	--	38.5	31.4	--	--	Year of Birth	14	33	1971
Target Total Direct Comp (\$ Amount) – Recvg	4	*4	7	--	--	196.8	192.9	--	--				
Target Total Direct Comp (\$ Amount) – All	13	13	30	112.2	132.8	145.0	152.9	183.3	203.1				
Total Direct Comp (\$ Amount) – Recvg	4	*4	7	--	--	207.3	198.5	--	--				
Total Direct Comp (\$ Amount) – All	15	15	34	112.4	124.9	138.6	154.4	193.5	209.7				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--	Hired since 2014	14	33	15

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

2015

CA MTCS for the Energy Sector

Scope Analysis

510.330.330 Estimator 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	--	140.3	138.7	--	--	172.5	167.6	--	--	194.0	186.0	--
Fully Integrated	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	3	*3	6	--	--	140.6	--	--	--	166.0	--	--	--	196.7	--
Services and Drilling	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	4	4	--	124.0	120.4	--	--	130.5	123.6	--	--	131.2	123.9	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	9	--	--	131.0	--	--	--	152.7	--	--	--	157.4	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	12	12	29	122.5	130.0	133.5	143.7	127.7	153.6	152.5	176.5	131.3	153.6	160.4	200.3
Calgary	9	9	20	123.3	131.5	134.9	146.3	130.0	160.5	158.7	178.8	137.9	167.4	170.0	205.6
Edmonton	3	*3	4	--	--	120.1	--	--	--	128.0	--	--	--	128.0	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
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

510.330.330 Estimator 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	31	2.3	118.0	127.3	130.3	143.2	122.6	137.5	148.5	175.4	122.6	137.9	155.9	200.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	5	15	2.3	113.3	133.0	128.6	140.0	113.3	134.0	136.8	161.6	113.3	134.3	146.9	200.1
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	4	*4	11	--	--	127.3	136.0	--	--	168.6	167.6	--	--	175.4	174.5	--
Barrel of Oil Equivalent/Day																
All	6	6	14	--	119.2	131.5	132.0	144.9	134.6	160.5	156.7	178.0	140.7	167.4	170.0	202.2
Under 10,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
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	--	--	--	138.1	--	--	--	166.3	--	--	--	183.6	--
100,000 < 300,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	5	*5	7	--	125.6	140.0	139.2	147.0	135.3	169.6	165.1	179.2	136.7	207.0	186.7	210.0
1,500 and Over	8	8	25	7.015	115.1	125.6	127.7	139.0	118.4	137.0	142.9	164.0	118.8	137.8	146.1	167.4

*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

510.330.340 Estimator C

Specialization: All Incumbents

A fully qualified level requiring considerable knowledge of estimating methods. Prepares all types of estimates from inception to completion and review. Makes presentations to management and clients as required. Working from scope documents, drawings, specifications and historical data, organizes the estimate by the work breakdown structure and code of accounts. Calculates wage and unit rates, checks quantities and scope and prepares direct field costs, field distributables, indirect and head office costs. Evaluates scope changes, contract values, cost trends impacts, field order and trade-off studies. Evaluates and recommends allowances for design unknowns, escalation, and contingency and fee structure to the department head and management. Interfaces with project management and engineering, construction and procurement departments.

Incumbents in the same position:	15									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)	11	11	34	79.8	85.1	99.6	98.9	109.8	121.4	STI	9	15	44
Base Salary – Org Weighted (All)	11	11	N/A	84.5	90.7	102.2	101.3	107.9	123.4	Other Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	9	9	15	3.0	6.3	12.8	13.0	19.0	25.4	Other Non-Guaranteed Cash	2	5	15
STI Granted (% of Base) Recvg	9	9	15	3.2	6.2	15.3	13.0	18.0	25.0	LTI	3	5	15
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	5	22	65
Total Cash Comp – Inc Weighted (All)	11	11	34	79.8	89.9	105.8	104.7	117.9	130.0				
Total Cash Comp – Org Weighted (All)	11	11	N/A	85.9	103.9	108.8	110.5	121.7	141.8				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	3	*3	6	--	--	--	5.2	--	--	Minimum	*8	19	91.9
STI Target (% of Base) Eligible	7	7	13	5.8	8.8	10.0	10.5	13.5	15.0	Midpoint	*8	20	114.5
STI Maximum (% of Base) Eligible	7	7	12	9.1	20.0	20.0	24.8	39.8	45.0	Maximum	*8	19	137.8
Target Total Cash Compensation	10	10	32	79.8	86.4	104.9	103.2	114.0	122.3	Compa-ratio	8	20	98.2
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	6	*6	19	0.3	0.3	0.3	0.4	0.4	1.3	Graduation Year	*1	5	--
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--	Year of Birth	11	34	1976
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All	10	10	32	79.8	86.4	105.0	104.2	114.4	122.6				
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	11	11	34	79.8	90.2	105.8	105.7	118.3	130.4				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--	Hired since 2014	11	34	35

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

2015

CA MTCS for the Energy Sector

Scope Analysis

510.330.340 Estimator 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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	2	*2	11	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	11	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*4	8	--	95.5	96.2	--	--	105.8	107.6	--	--	105.8	108.0	--
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	3	*3	13	--	--	92.3	--	--	--	98.0	--	--	--	98.1	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	9	9	23	93.1	102.1	102.7	110.0	97.6	109.2	108.7	121.7	99.0	109.5	110.1	122.1
Calgary	4	*4	11	--	99.5	97.1	--	--	99.7	105.2	--	--	99.8	105.6	--
Edmonton	3	3	3	--	--	96.8	--	--	--	105.3	--	--	--	105.4	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	3	*3	9	--	--	111.4	--	--	--	114.2	--	--	--	117.1	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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2015

CA MTCS for the Energy Sector

Scope Analysis

510.330.340 Estimator 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	32	2.1	85.0	99.6	98.1	109.6	86.8	105.8	104.3	116.9	86.9	105.8	105.3	117.3
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	*5	24	2.1	82.5	94.9	96.6	109.6	85.0	102.1	99.9	110.0	85.0	102.3	100.0	110.3
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*3	5	--	--	--	106.3	--	--	--	126.4	--	--	--	131.5	--
Barrel of Oil Equivalent/Day																
All	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	8	8	29	6,540	85.0	99.4	97.8	109.5	85.1	106.4	104.0	116.5	85.1	106.4	105.0	116.9

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

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

2015

CA MTCS for the Energy Sector

510.330.350 Estimator B

Specialization: All Incumbents

A developmental level Estimator Assists senior colleagues with estimates Exercises judgment in the selection, classification, compilation and analysis of data obtained from a variety of sources. Recommends solutions to routine problems Typically operates under reasonably close supervision with clearly defined assignments and precise instructions. Work is normally subject to review in detail. Technical guidance is normally available

Incumbents in the same position:	14								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Actual Annual Cash Compensation									
Base Salary – Inc Weighted (All)	9	*9	23	65.4	80.0	85.3	85.4	94.0	100.7
Base Salary – Org Weighted (All)	9	*9	N/A	--	69.7	85.0	82.1	95.1	--
STI Granted (\$ Amount) Recvg	4	4	4	--	--	14.4	14.4	--	--
STI Granted (% of Base) Recvg	4	4	4	--	--	15.4	15.6	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	9	*9	23	68.7	83.0	86.3	87.9	94.0	113.0
Total Cash Comp – Org Weighted (All)	9	*9	N/A	--	72.5	85.7	88.5	106.9	--
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	3	3	3	--	--	--	11.7	--	--
STI Maximum (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
Target Total Cash Compensation	7	*7	21	72.6	83.8	86.3	87.1	93.5	97.8
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	3	*3	16	--	--	--	2.2	--	--
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	7	*7	21	73.9	85.0	89.0	89.4	94.6	98.1
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	9	*9	23	69.1	83.8	89.6	90.1	95.0	113.1
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):	2.5%		
Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	5	5	22
Other Guaranteed Cash	1	2	9
Other Non-Guaranteed Cash	2	2	9
LTI	3	3	13
Overtime	5	19	83
Salary Range			
Minimum	*5	18	69.0
Midpoint	*5	18	86.3
Maximum	*5	18	103.5
Compa-ratio	5	18	103.3
Demographics			
Graduation Year	0	0	--
Year of Birth	*9	23	1971
Hired since 2014			
	Dist. Orgs	Num Obs	% of Obs
	9	23	17

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CA MTCS for the Energy Sector

Scope Analysis

510.330.350 Estimator 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	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	3	*3	16	--	--	85.5	--	--	--	85.8	--	--	--	88.0	--	--
Services and Equipment	3	*3	16	--	--	85.5	--	--	--	85.8	--	--	--	88.0	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***																
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	8	*8	21	81.5	86.3	86.7	94.0	83.5	86.7	89.2	94.0	85.0	90.9	91.4	95.0	
Calgary	4	4	4	--	82.5	86.4	--	--	87.9	94.9	--	--	89.9	101.2	--	
Edmonton	3	*3	4	--	--	80.8	--	--	--	80.8	--	--	--	80.9	--	
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	
Other Alberta	3	*3	13	--	--	88.6	--	--	--	90.0	--	--	--	91.7	--	
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

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CA MTCS for the Energy Sector

Scope Analysis

510.330.350 Estimator 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	6	*6	19	0.4	78.0	86.3	85.7	94.0	78.0	86.3	88.2	94.0	83.3	91.4	90.7	95.1
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	73.4	--	--	--	81.3	--	--	--	81.4	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	1	*1	14	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	3	3	3	--	--	--	81.3	--	--	--	94.6	--	--	--	99.4	--
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	5	*5	18	4,200	78.0	85.8	84.6	94.0	78.0	85.8	86.2	94.0	82.0	90.5	89.0	95.0

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

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

510.340.220 Project Controls Manager**Specialization:** All Incumbents

This is the highest level Project Controls position, providing overall project control for EPC (Engineering Procurement Construction) services, owner services and construction management team services. Provides direction to project controls personnel. Oversees plans, scheduling and ensures estimates meet target completion dates. Develops risk mitigation measures to ensure project control deliverables are attained. Typically reports to the Project Director or Construction Director. May have an accounting or cost-control background, a technical diploma or engineering degree. Typically has fifteen to twenty years of experience, depending on qualifications.

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)	27	29	61	149.1	162.5	181.8	184.4	201.9	223.0
Base Salary – Org Weighted (All)	27	29	N/A	148.9	169.8	192.0	190.2	211.3	240.3
STI Granted (\$ Amount) Recvg	27	29	61	27.3	36.8	47.3	50.9	65.8	76.1
STI Granted (% of Base) Recvg	27	29	61	17.4	22.6	26.7	27.3	33.2	38.2
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	6	7	--	1.5	9.6	9.6	15.0	--
Total Cash Comp – Inc Weighted (All)	27	29	61	176.6	205.6	236.2	236.4	269.2	293.8
Total Cash Comp – Org Weighted (All)	27	29	N/A	175.9	208.1	233.3	240.7	277.2	300.2

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	6	*6	11	10.0	10.0	10.0	11.0	12.5	13.0
STI Target (% of Base) Eligible	26	28	60	20.0	20.0	22.0	22.6	25.0	25.0
STI Maximum (% of Base) Eligible	20	22	48	30.0	40.0	40.0	45.9	55.0	75.0
Target Total Cash Compensation	26	28	60	179.6	196.0	225.7	226.3	254.7	274.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	18	19	43	0.4	1.8	5.4	5.4	7.5	9.2
Total LTI (\$ Amount) – Recvg	21	23	47	19.4	36.5	44.9	67.1	91.5	170.5
Target Total Direct Comp (\$ Amount) – Recvg	20	22	46	205.9	234.3	274.5	295.2	358.9	398.4
Target Total Direct Comp (\$ Amount) – All	26	28	60	192.6	224.6	258.5	279.8	332.0	382.5
Total Direct Comp (\$ Amount) – Recvg	21	23	47	207.6	238.0	288.8	307.0	368.3	448.0
Total Direct Comp (\$ Amount) – All	27	29	61	200.7	232.3	270.5	292.0	346.0	397.4

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

Year over Year % Increase (Mean):

2.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	27	61	100
Other Guaranteed Cash	4	8	13
Other Non-Guaranteed Cash	9	22	36
LTI	23	56	92
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	23	54	141.2
Midpoint	23	54	175.3
Maximum	23	54	204.6
Compa-ratio	23	54	105.6

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*7	11	1988
Year of Birth	24	57	1967

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	27	61	7

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CA MTCS for the Energy Sector

Scope Analysis

510.340.220 Project Controls 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	9	9	19	192.7	205.6	209.4	219.5	242.8	269.0	272.0	288.4	335.5	384.0	386.4	446.7
Fully Integrated	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	8	*8	13	193.9	216.8	214.3	229.9	249.0	279.4	275.7	294.3	309.6	366.3	357.2	389.6
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	*7	11	142.4	153.9	161.7	185.0	175.9	188.3	204.6	249.1	182.9	212.9	229.7	286.2
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	*8	18	162.8	173.4	176.2	194.4	202.9	213.3	216.6	228.2	232.3	253.7	262.2	281.3
Upgrading	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--

Incumbent Location***

British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	26	27	58	164.5	185.2	186.1	203.6	209.6	239.3	239.3	269.7	237.6	274.7	297.3	358.3
Calgary	22	22	46	167.9	189.3	186.8	203.6	216.4	241.5	241.6	269.7	246.0	287.5	304.4	366.8
Edmonton	2	*3	8	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	3	3	3	--	--	187.8	--	--	--	245.1	--	--	--	257.3	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

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CA MTCS for the Energy Sector

Scope Analysis

510.340.220 Project Controls 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	25	27	55	2.6	163.2	181.2	184.2	200.9	205.6	233.9	235.5	265.3	232.4	270.5	297.1	363.3
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	205.4	--	--	--	243.4	--	--	--	258.2	--
\$500 < \$1 Billion	3	3	3	--	--	--	195.2	--	--	--	253.5	--	--	--	285.0	--
\$1 < \$3 Billion	7	*7	13	1.9	186.3	195.1	196.0	219.4	222.0	257.7	247.7	281.0	275.5	327.9	313.7	365.8
\$3 < \$5 Billion	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	11	13	32	10.2	163.3	179.2	182.8	193.2	206.4	230.4	237.0	262.1	238.6	264.3	309.4	393.3
Barrel of Oil Equivalent/Day																
All	11	11	24	258,000	192.9	203.3	206.3	219.5	245.0	269.8	269.6	292.6	294.5	367.3	361.8	397.2
Under 10,000	3	*3	6	--	--	--	198.1	--	--	--	265.4	--	--	--	272.3	--
Under 5,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	6	*6	11	381,250	192.0	198.6	210.8	240.3	242.8	265.3	276.5	304.0	389.9	398.0	424.4	462.8
100,000 < 300,000	3	3	3	--	--	--	226.6	--	--	--	297.8	--	--	--	376.2	--
300,000 and Over	3	*3	8	--	--	--	204.9	--	--	--	268.5	--	--	--	442.5	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	*4	7	--	--	203.0	205.6	--	--	270.5	264.2	--	--	270.5	270.6	--
350 < 1,500	7	7	7	--	176.7	192.7	191.6	219.4	222.5	236.2	238.8	275.1	236.5	288.8	288.4	335.5
1,500 and Over	15	17	45	4,306	161.7	179.7	181.7	199.4	200.6	233.9	234.5	264.8	232.3	264.9	301.1	375.7

*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

510.340.230 Project Controls Supervisor

Specialization: All Incumbents

Responsible for project control, monitoring, and reporting information for master plan roll-ups. Supervises any of owner and consulting staff, including cost control analysts, contract administrators, schedulers. Develops progress reporting. This is a hands-on planning and scheduling role in support of project deliverables. Typically reports to the Project Controls Manager. May have an accounting or cost-control background, a technical diploma or engineering degree. Typically has ten to fifteen years of experience, depending on qualifications.

Incumbents in the same position:

46

(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)	23	23	75	123.3	141.4	163.4	158.6	173.9	184.3
Base Salary – Org Weighted (All)	23	23	N/A	116.1	134.5	153.5	150.9	169.7	181.5
STI Granted (\$ Amount) Recvg	19	19	62	13.4	22.9	28.1	31.5	42.8	46.1
STI Granted (% of Base) Recvg	19	19	62	10.1	14.3	19.1	19.8	25.2	27.2
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	6	9	--	0.6	2.2	3.3	5.0	--
Total Cash Comp – Inc Weighted (All)	23	23	75	142.2	156.6	191.6	185.0	209.7	219.2
Total Cash Comp – Org Weighted (All)	23	23	N/A	139.9	151.2	167.5	175.6	195.7	222.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*4	9	--	--	10.5	10.7	--	--
STI Target (% of Base) Eligible	19	19	67	12.8	15.0	20.0	19.3	20.0	25.0
STI Maximum (% of Base) Eligible	15	15	56	18.0	22.5	30.0	32.9	44.0	44.0
Target Total Cash Compensation	21	21	73	138.5	161.0	195.0	188.3	209.1	226.2

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	13	13	30	0.3	0.3	0.3	1.7	3.1	5.9
Total LTI (\$ Amount) – Recvg	10	*10	43	18.2	22.1	54.9	51.4	78.8	83.6
Target Total Direct Comp (\$ Amount) – Recvg	10	*10	43	175.8	217.0	254.1	244.7	277.0	288.8
Target Total Direct Comp (\$ Amount) – All	21	21	73	141.4	172.2	222.8	219.3	264.4	285.4
Total Direct Comp (\$ Amount) – Recvg	10	*10	43	175.8	212.2	261.7	248.3	286.0	301.5
Total Direct Comp (\$ Amount) – All	23	23	75	145.2	169.1	209.6	215.2	271.5	295.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	7	7	13	4.2	10.5	17.4	20.1	26.5	46.5
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

2.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	21	69	92
Other Guaranteed Cash	9	20	27
Other Non-Guaranteed Cash	8	28	37
LTI	13	51	68
Overtime	5	9	12

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	16	62	125.2
Midpoint	16	62	156.5
Maximum	16	62	187.8
Compa-ratio	16	62	102.3

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*6	13	1994
Year of Birth	23	75	1969

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	22	73	7

2015

CA MTCS for the Energy Sector

Scope Analysis

510.340.230 Project Controls Supervisor

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	10	10	48	157.5	168.6	164.0	174.8	187.2	203.9	198.4	213.6	209.4	240.4	243.8	285.4
Fully Integrated	2	*2	25	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	8	8	23	138.6	170.6	160.7	183.9	166.3	202.9	192.4	213.6	198.8	231.6	229.5	257.6
Services and Drilling	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	*3	6	--	--	120.0	--	--	--	143.9	--	--	--	145.3	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	*4	6	--	142.2	145.3	--	--	160.1	168.3	--	--	170.3	180.6	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	5	--	--	156.3	--	--	--	158.9	--	--	--	159.1	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	21	21	65	140.7	160.6	157.1	173.5	154.3	196.4	185.9	211.9	169.4	215.0	219.9	274.2
Calgary	17	17	50	146.1	165.5	159.6	173.8	163.9	201.3	189.5	212.2	178.2	234.7	230.4	282.2
Edmonton	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	5	5	9	128.5	150.8	152.1	177.7	132.1	166.4	171.9	204.4	141.6	187.2	182.3	222.0
Other Alberta	3	3	3	--	--	153.2	--	--	--	193.3	--	--	--	215.7	--
Manitoba/Saskatchewan	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	*3	5	--	--	159.1	--	--	--	174.7	--	--	--	183.7	--
Atlantic Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

510.340.230 Project Controls Supervisor

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	21	21	66	2.1	139.7	160.4	156.1	173.1	154.8	197.6	186.1	211.7	169.5	215.6	220.3	273.7
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	6	6	13	0.2	132.4	160.6	156.4	179.5	138.8	184.0	176.6	214.5	139.5	216.3	202.9	254.8
\$500 < \$1 Billion	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	3	*3	5	--	--	--	165.8	--	--	--	199.6	--	--	--	251.0	--
\$3 < \$5 Billion	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	*7	40	25.1	151.1	162.9	160.5	172.5	172.0	202.7	194.5	212.4	198.1	232.6	234.3	283.0
Barrel of Oil Equivalent/Day																
All	8	*8	43	188,702	157.6	168.0	163.7	173.6	186.3	202.9	196.8	212.2	209.4	239.7	243.8	285.8
Under 10,000	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
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	6	*6	38	247,300	157.5	167.1	162.9	173.8	184.8	204.7	196.8	212.7	209.2	251.7	246.1	286.0
100,000 < 300,000	4	*4	21	--	--	171.1	162.7	--	--	198.8	188.6	--	--	210.0	218.3	--
300,000 and Over	2	*2	17	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	*3	8	--	--	--	165.0	--	--	--	189.6	--	--	--	227.6	--
350 < 1,500	5	*5	8	--	132.6	139.2	150.2	181.2	151.6	154.3	175.9	212.1	154.5	185.9	216.5	290.2
1,500 and Over	12	12	49	3,447	140.7	159.7	155.0	171.7	166.4	198.8	186.3	210.6	172.3	210.0	218.9	274.2

*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

550.104.320 Maintenance Planner/Scheduler E**Specialization: All Incumbents**

Responsible for developing the equipment maintenance program and plans. Manages the work order and maintenance tracking systems. Maximizes the utilization of maintenance resources, modifies the plan and monitors maintenance activity, reporting actual progress as compared to the plan. Advises and supports staff with work order management. Ensures warranty issues are resolved. Participates in the preparation of the maintenance budget, providing cost estimates for the projects; monitors costs against budget. Supports turnaround activities; assists in development of critical path plans and budgets. Provides information for weekly and monthly reporting requirements. Ongoing communication with operations management and procurement staff. May supervise staff.

Incumbents in the same position: 75										Year over Year % Increase (Mean): 2.0%			
(Compensation Data Displayed in \$000s)										Dist. Orgs	Num Obs	% of Obs Elig	
Actual Annual Cash Compensation										Incentives and Eligibility			
Base Salary – Inc Weighted (All)	18	*23	103	127.0	135.1	148.0	145.6	155.4	162.8	STI	17	102	99
Base Salary – Org Weighted (All)	18	*23	N/A	106.7	134.5	142.3	141.9	150.3	168.7	Other Guaranteed Cash	11	68	66
STI Granted (\$ Amount) Recvg	16	*21	101	6.2	11.0	18.0	19.5	27.9	36.1	Other Non-Guaranteed Cash	7	18	17
STI Granted (% of Base) Recvg	16	*21	101	4.2	7.1	12.8	13.5	20.2	24.1	LTI	13	88	85
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	4	--	--	--	--	--	--	Overtime	3	4	4
Total Cash Comp – Inc Weighted (All)	18	*23	103	138.3	153.9	165.1	164.9	176.9	194.3	Salary Range			
Total Cash Comp – Org Weighted (All)	18	*23	N/A	118.2	150.0	168.8	165.4	181.5	210.6	Minimum	*12	92	124.0
Target Annual Cash Compensation										Midpoint	*12	93	155.0
STI Threshold (% of Base) Eligible	4	*5	8	--	7.5	7.5	9.9	10.0	--	Maximum	*12	92	186.0
STI Target (% of Base) Eligible	16	20	52	15.0	15.0	17.0	17.5	20.0	21.0	Compa-ratio	12	93	96.5
STI Maximum (% of Base) Eligible	14	18	50	25.5	25.5	30.0	31.7	42.0	44.0	Demographics			
Target Total Cash Compensation	17	21	53	124.0	155.1	167.4	164.8	178.1	193.9	Graduation Year	*4	56	1992
Estimated Total Direct Compensation										Year of Birth	*17	101	1967
Total Perquisite Value (\$ Amount)	7	*8	27	0.3	0.3	0.3	1.0	1.5	2.3	Hired since 2014			
Total LTI (\$ Amount) – Recvg	13	*15	84	9.3	16.1	31.6	35.5	47.0	66.9	Dist. Orgs	18	103	13
Target Total Direct Comp (\$ Amount) – Recvg	12	13	34	167.0	174.1	186.9	203.0	230.3	266.2				
Target Total Direct Comp (\$ Amount) – All	17	21	53	132.7	160.1	175.8	185.7	203.2	259.1				
Total Direct Comp (\$ Amount) – Recvg	13	*15	84	162.1	176.8	195.6	202.7	220.6	264.7				
Total Direct Comp (\$ Amount) – All	18	*23	103	151.9	164.3	189.9	194.1	215.7	249.9				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	10	*11	67	2.7	14.3	16.2	20.1	22.8	43.2				

*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

550.104.320 Maintenance Planner/Scheduler 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	10	*11	83	140.5	150.0	149.5	157.5	155.0	168.1	167.8	177.4	174.2	195.1	202.3	220.8
Fully Integrated	3	*3	17	--	--	147.1	--	--	--	167.4	--	--	--	176.4	--
Exploration & Production	7	*8	66	140.9	151.6	150.1	158.8	155.1	169.0	167.9	177.6	184.8	200.1	209.0	226.8
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*5	8	100.4	109.4	114.6	132.6	113.2	129.0	133.4	150.5	113.2	134.1	138.3	150.5
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	*5	10	131.0	136.1	137.5	149.0	158.1	164.7	166.9	177.6	159.3	174.2	174.6	188.1
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	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	13	*15	84	140.5	149.5	148.4	157.2	155.7	168.8	168.0	177.9	175.6	195.6	202.5	220.6
Calgary	4	*4	12	--	150.2	149.3	--	--	168.4	166.1	--	--	204.1	208.1	--
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	3	*3	48	--	--	151.2	--	--	--	167.9	--	--	--	208.5	--
Other Alberta	10	*10	23	137.0	143.1	142.7	148.7	157.7	168.8	169.8	178.0	169.6	182.5	188.1	192.1
Manitoba/Saskatchewan	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*5	8	100.4	109.4	125.4	144.0	113.2	129.0	142.5	171.9	113.2	134.1	148.3	198.8
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	4	*4	7	--	118.3	130.2	--	--	139.3	147.6	--	--	139.3	154.2	--
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

550.104.320 Maintenance Planner/Scheduler 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	18	*23	103	3.1	135.1	148.0	145.6	155.4	153.9	165.1	164.9	176.9	164.3	189.9	194.1	215.7
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	7	*8	11	2.1	125.2	135.0	134.6	148.6	139.5	155.1	156.0	177.5	154.2	164.3	170.6	177.5
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	8	*12	88	22.3	138.4	148.7	146.8	157.0	154.2	166.4	165.2	175.9	169.9	192.2	196.3	219.4
Barrel of Oil Equivalent/Day																
All	11	*12	84	271,000	140.3	150.0	149.4	157.4	155.0	168.4	167.8	177.3	173.6	194.9	201.9	220.6
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	--	--	--	135.2	--	--	--	158.1	--	--	--	218.7	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	3	3	--	--	--	135.2	--	--	--	158.1	--	--	--	218.7	--
100,000 and Over	7	*8	80	284,826	140.6	150.0	150.0	157.4	155.2	168.5	168.2	177.3	174.5	195.6	201.7	220.6
100,000 < 300,000	4	*4	22	--	--	140.6	142.6	--	--	167.6	166.9	--	--	176.3	179.0	--
300,000 and Over	3	*4	58	--	--	153.0	152.9	--	--	168.5	168.6	--	--	204.3	210.3	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	*3	4	--	--	--	149.1	--	--	--	177.4	--	--	--	212.0	--
350 < 1,500	4	4	4	--	--	132.0	130.9	--	--	156.0	151.5	--	--	174.6	178.2	--
1,500 and Over	11	*16	95	4,306	135.2	148.0	146.0	157.0	154.2	165.1	165.0	176.0	164.3	190.3	194.0	216.5

*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

550.104.330 Maintenance Planner/Scheduler D**Specialization: All Incumbents**

A specialist level, requiring significant knowledge and proficiency of complex maintenance programs and plans. Prepares and maintains maintenance scheduling tools and progress measurement systems. Ensures the maintenance of all essential records and reports. Determines work procedures and makes recommendations for improvements. Works with third parties to ensure plans are carried out; recommends corrective actions when the work schedule deviates. Facilitates continuous improvement related to all project functions. Typically requires a high level of knowledge around technology and proper application of tools and resources. Typically requires an Inter-Provincial Trades certificate or technical diploma with 15 or more years of experience.

Incumbents in the same position:

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(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)	35	45	323	108.8	116.7	128.0	127.4	137.4	147.6
Base Salary – Org Weighted (All)	35	45	N/A	109.6	116.3	125.0	126.5	134.8	148.0
STI Granted (\$ Amount) Recvg	33	42	288	5.8	11.4	19.7	20.1	27.9	34.5
STI Granted (% of Base) Recvg	33	42	288	4.2	9.7	14.8	15.6	21.8	25.2
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	*7	23	0.2	0.5	0.9	1.7	2.5	4.3
Total Cash Comp – Inc Weighted (All)	35	45	323	117.8	130.2	145.6	145.4	161.3	169.4
Total Cash Comp – Org Weighted (All)	35	45	N/A	118.8	131.4	147.0	144.7	155.4	172.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	9	*11	64	2.5	2.5	2.5	4.2	4.8	5.0
STI Target (% of Base) Eligible	29	37	279	5.0	10.0	15.0	14.5	20.0	20.0
STI Maximum (% of Base) Eligible	25	33	258	6.3	19.8	30.0	28.2	40.0	44.0
Target Total Cash Compensation	31	40	300	119.0	129.7	146.6	144.3	158.2	164.4

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	14	15	80	0.3	0.3	0.5	1.4	1.5	2.3
Total LTI (\$ Amount) – Recvg	22	27	154	9.8	11.9	20.8	23.8	29.2	40.7
Target Total Direct Comp (\$ Amount) – Recvg	17	21	130	153.1	163.2	171.0	176.3	184.7	201.8
Target Total Direct Comp (\$ Amount) – All	31	40	300	119.1	130.2	154.1	154.2	170.9	189.4
Total Direct Comp (\$ Amount) – Recvg	22	27	154	152.4	161.4	175.2	179.1	191.7	210.1
Total Direct Comp (\$ Amount) – All	35	45	323	118.7	134.0	154.4	157.1	175.8	198.4

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	17	19	160	3.7	16.4	22.0	25.0	34.9	41.7
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*More than 35% of the rates within the sample are supplied by one organization.

Year over Year % Increase (Mean):

2.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	33	302	93
Other Guaranteed Cash	18	190	59
Other Non-Guaranteed Cash	14	136	42
LTI	26	203	63
Overtime	11	94	29

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	21	254	102.9
Midpoint	22	255	128.8
Maximum	21	254	144.7
Compa-ratio	22	255	99.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	9	49	1997
Year of Birth	34	321	1970

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	34	320	12

2015

CA MTCS for the Energy Sector

Scope Analysis

550.104.330 Maintenance Planner/Scheduler 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	21	24	203	126.9	133.0	134.1	141.5	143.5	152.7	154.7	166.0	152.9	168.0	171.6	184.7
Fully Integrated	4	*4	62	--	133.9	136.4	--	--	153.4	153.9	--	--	161.6	161.2	--
Exploration & Production	19	20	141	123.9	132.0	133.1	141.2	143.6	152.7	155.1	166.8	156.0	170.2	176.2	192.5
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	*6	51	103.8	109.7	110.2	117.6	108.6	117.0	116.6	123.8	108.6	117.0	117.0	123.8
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	*9	43	110.3	113.1	117.7	122.2	127.3	134.2	137.2	141.3	129.1	136.4	140.4	148.9
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	16	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	4	*4	8	--	114.4	119.2	--	--	126.2	133.1	--	--	142.9	147.6	--
All Alberta	33	39	230	120.5	129.8	130.6	138.5	137.1	149.8	151.4	165.0	145.5	164.0	165.7	182.9
Calgary	12	13	19	119.0	127.2	131.2	142.5	142.1	151.0	155.6	163.5	148.6	173.1	176.4	185.6
Edmonton	4	*4	21	--	137.6	138.0	--	--	139.7	148.0	--	--	139.7	151.1	--
Fort McMurray	9	*9	89	124.9	130.8	131.6	136.6	143.0	150.2	152.8	162.6	151.2	166.9	168.1	181.3
Other Alberta	23	26	101	119.4	126.2	128.0	138.5	132.9	150.9	150.0	167.6	137.3	163.0	164.8	186.1
Manitoba/Saskatchewan	7	*7	57	109.1	115.5	116.8	125.4	112.5	124.5	126.3	140.5	112.5	124.5	128.3	143.8
Eastern Canada	5	7	27	109.3	125.5	124.0	141.5	124.3	142.8	138.2	148.8	124.3	145.3	147.3	171.5
Atlantic Canada	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	4	6	21	107.3	113.6	122.9	143.8	119.9	138.1	134.4	146.2	119.9	138.4	141.6	163.4
Québec	1	*1	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.

2015

CA MTCS for the Energy Sector

Scope Analysis

550.104.330 Maintenance Planner/Scheduler D

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	32	42	318	1.7	116.9	128.0	127.3	137.5	130.9	145.6	145.4	161.3	134.2	154.7	157.2	176.0
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	5	5	6	--	115.2	138.7	131.8	148.9	138.6	160.4	150.8	166.0	138.6	163.6	155.4	174.8
\$500 < \$1 Billion	5	*5	11	0.6	108.8	115.4	121.9	139.5	119.1	121.2	136.5	150.1	120.5	149.4	154.6	201.0
\$1 < \$3 Billion	11	13	92	1.6	110.4	124.9	124.7	138.2	116.7	133.4	137.6	163.4	116.7	142.1	151.4	179.7
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	11	19	209	19.6	119.5	128.2	128.6	136.5	137.0	147.4	149.1	161.2	141.6	160.4	160.0	175.2
Barrel of Oil Equivalent/Day																
All	23	27	206	82,937	125.6	132.3	133.1	140.1	143.2	151.7	153.6	165.0	152.1	167.3	171.1	184.3
Under 10,000	4	4	4	--	--	121.6	118.1	--	--	144.0	137.7	--	--	152.7	146.7	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	12	*12	50	68,033	128.7	138.3	138.2	147.6	144.4	154.8	157.8	168.4	152.3	179.3	185.0	203.6
10,000 < 25,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	10	*10	47	70,793	130.8	139.5	139.4	147.6	146.6	163.3	159.1	168.6	150.6	178.4	184.6	202.4
100,000 and Over	8	11	152	297,413	124.4	131.0	131.8	138.1	142.9	151.0	152.6	162.8	152.3	166.2	167.1	180.3
100,000 < 300,000	4	4	69	--	--	131.0	130.7	--	--	152.6	153.4	--	--	163.0	164.5	--
300,000 and Over	4	*7	83	506,700	121.8	131.0	132.7	141.5	142.8	149.4	152.0	162.9	149.4	168.7	169.3	184.2
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	7	7	11	219	115.5	123.6	125.6	137.4	129.1	136.5	140.8	162.9	130.7	164.3	163.6	201.0
350 < 1,500	11	*11	39	618	117.1	145.3	135.3	147.6	131.2	165.0	154.7	168.6	149.4	190.8	182.6	210.1
1,500 and Over	15	24	270	4,306	116.8	126.9	126.1	134.2	130.1	144.8	144.0	157.9	133.5	152.5	153.0	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.

2015

CA MTCS for the Energy Sector

550.104.340 Maintenance Planner/Scheduler C

Specialization: All Incumbents

A fully qualified level, requiring considerable knowledge of maintenance planning/scheduling. Maintains scheduling tools and progress measurement systems. Prepares reports for management; maintains all essential records and reports. Ensures warrantable work is claimed in a timely manner. Monitors costs and identifies variance to the budgeted cost plan. Issues work orders and assists in invoice reviews and payment approvals. Participates in regular meetings with Operations and Maintenance crews to review daily/weekly work schedules and backlogs. Actively identifies safety, communication and permitting requirements for all planned tasks. Prepares area coordination schedules as required. Usual qualifications include an Inter-Provincial Trades certificate or Technical Diploma with 10 or more years of experience.

Incumbents in the same position:	485									Year over Year % Increase (Mean):			2 3%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	38	50	619	99.4	104.5	110.0	111.0	116.0	124.3	STI	34	565	91
Base Salary – Org Weighted (All)	38	50	N/A	91.8	101.6	110.0	110.1	116.0	130.3	Other Guaranteed Cash	21	390	63
STI Granted (\$ Amount) Recvg	32	42	556	7.0	7.7	13.9	14.9	19.9	23.0	Other Non-Guaranteed Cash	15	394	64
STI Granted (% of Base) Recvg	32	42	556	5.9	6.7	13.0	13.4	18.7	20.3	LTI	17	410	66
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	10	12	30	0.2	0.3	1.2	2.0	2.5	5.0	Overtime	25	459	74
Total Cash Comp – Inc Weighted (All)	38	50	619	107.7	116.5	124.2	124.5	130.8	139.1				
Total Cash Comp – Org Weighted (All)	38	50	N/A	97.7	111.3	120.3	121.5	128.0	148.5				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	11	13	75	4.0	4.0	5.0	6.3	5.0	12.0	Minimum	26	491	86.8
STI Target (% of Base) Eligible	33	41	554	8.0	10.5	14.0	12.8	15.0	15.0	Midpoint	26	491	106.8
STI Maximum (% of Base) Eligible	30	38	540	15.8	15.8	24.0	25.3	33.0	39.6	Maximum	26	491	124.2
Target Total Cash Compensation	37	47	608	107.1	116.2	124.4	123.9	130.6	141.2	Compa-ratio	26	491	100.2
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	17	21	119	0.3	0.4	0.4	1.0	1.0	1.5	Graduation Year	10	32	2002
Total LTI (\$ Amount) – Recvg	17	*21	248	8.8	11.8	13.6	14.1	15.6	19.0	Year of Birth	37	617	1970
Target Total Direct Comp (\$ Amount) – Recvg	16	*19	245	129.3	138.3	143.3	144.3	150.6	160.2				
Target Total Direct Comp (\$ Amount) – All	37	47	608	107.9	117.1	127.2	129.7	142.4	153.7		Dist. Orgs	Num Obs	% of Obs
Total Direct Comp (\$ Amount) – Recvg	17	*21	248	128.1	134.8	143.2	143.8	150.5	160.1	Hired since 2014	38	600	9
Total Direct Comp (\$ Amount) – All	38	50	619	109.9	117.7	127.9	130.3	141.8	152.8				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	20	25	355	8.6	15.0	17.5	20.0	25.5	32.9				

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

2015

CA MTCS for the Energy Sector

Scope Analysis

550.104.340 Maintenance Planner/Scheduler 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	15	19	403	106.7	112.2	114.1	118.9	122.0	126.8	129.2	133.5	125.8	134.6	137.3	147.4
Fully Integrated	4	*4	45	--	115.4	117.0	--	--	133.7	135.7	--	--	137.4	141.7	--
Exploration & Production	12	15	358	106.4	112.0	113.7	118.4	121.9	126.6	128.3	132.6	125.8	134.6	136.7	145.4
Services and Drilling	3	*3	4	--	--	101.3	--	--	--	103.7	--	--	--	111.1	--
Services and Equipment	3	*3	4	--	--	101.3	--	--	--	103.7	--	--	--	111.1	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	11	14	92	99.4	109.4	105.5	110.8	99.4	110.8	110.3	120.8	99.4	110.8	110.5	120.9
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	*7	44	95.0	98.4	100.4	104.3	107.5	112.1	113.3	118.7	107.7	112.5	114.9	120.9
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	3	*3	50	--	--	108.7	--	--	--	129.1	--	--	--	133.8	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	4	*4	26	--	107.8	106.0	--	--	116.2	115.3	--	--	116.2	115.4	--
Incumbent Location***															
British Columbia	5	*5	26	92.4	100.3	98.6	103.1	106.5	112.4	112.7	117.7	106.5	112.7	114.3	117.7
All Alberta	31	40	493	106.5	111.3	113.4	118.1	120.7	125.8	127.5	132.3	122.1	130.8	134.1	144.7
Calgary	9	10	30	103.6	112.4	109.8	115.3	114.0	122.0	121.3	127.5	115.0	122.1	125.0	128.0
Edmonton	6	*7	41	105.6	107.7	107.8	110.0	112.7	125.3	121.2	127.8	113.1	125.3	122.9	127.8
Fort McMurray	6	*8	265	107.8	113.4	115.3	119.9	122.7	127.7	129.9	132.6	126.5	134.5	137.6	144.9
Other Alberta	23	27	157	107.0	110.8	112.3	117.9	114.4	123.3	126.2	134.0	115.5	126.4	133.0	148.5
Manitoba/Saskatchewan	10	*10	54	99.4	102.3	102.4	109.9	99.4	110.6	109.6	121.0	99.4	111.1	111.7	122.7
Eastern Canada	9	*11	43	97.2	103.2	102.6	110.7	109.7	122.3	118.1	128.2	112.5	123.3	122.0	133.7
Atlantic Canada	5	5	6	96.0	101.7	105.9	117.4	105.8	122.1	118.4	127.4	115.7	124.9	123.8	132.5
Ontario	5	*6	23	86.0	102.1	99.6	107.4	95.8	119.4	112.9	124.8	95.8	119.4	114.0	124.8
Québec	1	*1	14	--	--	--	--	--	--	--	--	--	--	--	--

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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.

550.104.340 Maintenance Planner/Scheduler 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	35	46	612	2.1	104.5	110.0	111.0	116.0	116.7	124.3	124.6	131.1	117.8	128.2	130.5	142.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	*3	5	--	--	--	117.5	--	--	--	131.3	--	--	--	133.4	--
\$500 < \$1 Billion	6	6	38	0.7	106.0	110.0	109.8	111.8	110.3	114.2	116.6	123.3	110.3	115.8	118.1	123.8
\$1 < \$3 Billion	14	17	121	1.9	98.4	105.0	103.9	110.8	99.7	112.6	111.9	122.2	101.6	113.4	117.6	131.1
\$3 < \$5 Billion	2	*2	10	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	11	18	438	19.6	105.9	110.8	112.9	118.5	121.5	126.6	128.6	132.7	123.3	132.3	135.2	144.9
Barrel of Oil Equivalent/Day																
All	14	17	408	247,300	106.2	111.8	112.7	117.3	122.4	126.7	127.6	132.6	125.8	134.4	135.9	144.9
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	*5	29	65,665	99.2	110.0	107.3	113.2	106.8	111.8	115.9	123.4	111.8	115.1	125.1	138.3
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	5	*5	29	65,665	99.2	110.0	107.3	113.2	106.8	111.8	115.9	123.4	111.8	115.1	125.1	138.3
100,000 and Over	9	12	379	284,826	106.4	112.0	113.1	118.1	122.8	127.3	128.5	132.7	126.1	134.6	136.7	144.9
100,000 < 300,000	5	*5	200	258,000	112.2	116.2	117.3	122.5	122.5	126.6	129.0	135.4	133.3	139.8	140.4	149.2
300,000 and Over	4	*7	179	506,700	103.9	107.8	108.5	111.3	123.4	127.7	128.0	132.2	124.8	128.6	132.6	140.1
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	6	*6	11	202	105.0	109.3	108.5	116.2	114.3	120.1	116.2	124.0	115.9	121.0	118.7	129.6
350 < 1,500	12	13	87	799	105.0	110.3	108.0	112.2	110.3	114.2	117.1	124.8	110.8	118.5	124.8	140.8
1,500 and Over	20	30	519	3,355	104.0	110.0	111.4	116.6	118.9	125.4	125.8	131.9	120.4	128.9	131.4	142.9

*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

550.104.350 Maintenance Planner/Scheduler B**Specialization: All Incumbents**

A developmental level position. Performs a variety of maintenance planning and scheduling tasks. May assist in preparing reports for management. Tracks and records costs through work orders and invoices. Summarizes monthly progress information and manpower requirements by rolling up contractor data. Typically requires experience or exposure to Project Management principles and concepts. Usual qualifications include an Inter-Provincial Trades certificate or Technical Diploma and 5-10 years maintenance experience.

Incumbents in the same position:	128									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)	20	*31	163	81.1	90.5	110.1	109.9	133.2	141.8	STI	17	155	95
Base Salary – Org Weighted (All)	20	*31	N/A	74.9	81.2	90.9	94.0	105.1	119.5	Other Guaranteed Cash	13	97	60
STI Granted (\$ Amount) Recvg	16	*27	153	7.5	12.4	18.9	19.8	25.9	31.3	Other Non-Guaranteed Cash	8	127	78
STI Granted (% of Base) Recvg	16	*27	153	8.1	13.2	18.3	17.1	20.8	24.4	LTI	9	131	80
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*2	19	--	--	--	--	--	--	Overtime	13	131	80
Total Cash Comp – Inc Weighted (All)	20	*31	163	84.8	102.7	129.0	128.8	158.6	172.6				
Total Cash Comp – Org Weighted (All)	20	*31	N/A	76.2	87.8	104.5	105.1	116.0	135.3				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	3	*5	10	3.0	3.0	3.3	4.2	5.0	8.0	Minimum	*13	144	94.1
STI Target (% of Base) Eligible	15	*25	150	9.8	12.5	12.5	12.3	12.5	15.0	Midpoint	*13	144	117.6
STI Maximum (% of Base) Eligible	13	*23	147	14.6	30.0	37.5	32.2	37.5	37.5	Maximum	*13	144	141.1
Target Total Cash Compensation	18	*28	158	84.4	101.5	124.4	123.7	151.2	160.1	Compa-ratio	13	144	99.6
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	9	*12	106	0.4	0.4	0.4	0.5	0.4	0.4	Graduation Year	*4	8	2000
Total LTI (\$ Amount) – Recvg	6	*9	21	5.0	7.7	10.9	9.8	11.7	13.3	Year of Birth	*20	163	1971
Target Total Direct Comp (\$ Amount) – Recvg	4	*6	16	105.7	112.8	117.2	119.3	122.1	145.3				
Target Total Direct Comp (\$ Amount) – All	18	*28	158	84.4	104.7	125.3	125.0	151.6	160.5				
Total Direct Comp (\$ Amount) – Recvg	6	*9	21	106.3	111.5	116.9	119.8	125.7	144.6				
Total Direct Comp (\$ Amount) – All	20	*31	163	84.8	106.1	129.5	130.4	159.0	173.0				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	13	*17	96	8.1	13.3	19.9	20.4	27.3	35.6	Hired since 2014	20	162	10

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

2015

CA MTCS for the Energy Sector

Scope Analysis

550.104.350 Maintenance Planner/Scheduler 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	8	*12	115	94.7	119.0	116.9	136.7	109.7	135.5	138.6	163.7	112.4	142.7	140.6	164.1
Fully Integrated	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	7	*10	110	94.9	121.1	117.8	137.0	110.9	143.4	140.1	163.9	116.1	145.8	142.2	164.3
Services and Drilling	4	4	10	--	82.5	80.3	--	--	82.5	81.0	--	--	82.5	81.4	--
Services and Equipment	4	4	10	--	82.5	80.3	--	--	82.5	81.0	--	--	82.5	81.4	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	*5	9	68.4	87.4	84.0	93.2	76.8	97.2	92.0	104.4	76.8	97.2	92.0	104.6
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	6	13	73.9	86.6	85.8	92.7	80.6	98.5	97.8	116.5	80.6	98.5	98.7	117.3
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*3	7	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	19	*24	139	93.0	113.9	113.8	135.6	106.2	133.7	134.0	160.4	110.9	135.0	135.7	160.8
Calgary	3	4	4	--	91.1	94.3	--	--	105.8	110.3	--	--	110.1	112.6	--
Edmonton	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	6	*7	83	94.6	126.1	118.5	138.9	108.7	150.3	141.0	166.5	111.8	150.7	142.8	166.9
Other Alberta	14	*15	51	89.6	113.6	108.2	121.1	102.7	131.3	125.4	142.9	107.2	134.0	126.9	145.8
Manitoba/Saskatchewan	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	5	*6	14	75.0	89.6	90.4	101.8	84.1	104.9	104.9	121.1	84.1	109.0	106.5	123.9
Atlantic Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	10	--	--	89.7	--	--	--	103.6	--	--	--	103.8	--
Québec	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

550.104.350 Maintenance Planner/Scheduler B

000.104.000 Maintenance Planner/Scheduler 2

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	*31	163	2.0	90.5	110.1	109.9	133.2	102.7	129.0	128.8	158.6	106.1	129.5	130.4	159.0
Under \$100 Million	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	8	10	21	1.7	72.6	82.3	87.0	100.7	79.2	83.2	93.0	109.6	79.2	83.5	94.7	110.2
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	8	*17	135	22.0	94.4	114.4	114.6	135.8	108.7	135.3	136.0	161.6	112.2	135.9	137.6	162.0
Barrel of Oil Equivalent/Day																
All	9	13	42	247,300	90.9	94.2	96.5	99.1	102.2	108.7	109.2	113.1	106.9	112.3	114.4	118.5
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	6	--	--	--	108.1	--	--	--	120.4	--	--	--	126.3	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	3	6	--	--	--	108.1	--	--	--	120.4	--	--	--	126.3	--
100,000 and Over	5	*9	35	284,000	90.0	93.9	93.8	97.5	102.1	107.9	106.6	112.2	106.1	112.2	111.8	116.8
100,000 < 300,000	3	*3	14	--	--	--	96.3	--	--	--	104.2	--	--	--	110.3	--
300,000 and Over	2	*6	21	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	5	5	7	--	88.0	108.0	105.4	121.1	102.0	113.3	116.0	133.6	107.0	113.3	121.0	145.7
1,500 and Over	13	*24	152	4,306	91.2	111.3	110.6	134.5	102.9	131.2	130.0	158.9	106.2	132.0	131.5	159.3

*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

550.104.360 Maintenance Planner/Scheduler A**Specialization: All Incumbents**

An entry level position. Performs a variety of selected planning and scheduling tasks to develop knowledge and skills. Assists in routine preparation of planning documents. Tracks and records costs through work orders and invoices. Ensure that all work orders are properly documented and closed in the scheduling systems. Determines level of schedule compliance and identifies reasons for completion shortfalls. Usual qualifications include an Inter-Provincial Trades certificate or Technical Diploma and 3-5 years maintenance experience.

Incumbents in the same position:

54

(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	65	58.8	68.9	80.6	77.5	89.1	89.1
Base Salary – Org Weighted (All)	18	19	N/A	58.6	67.5	73.8	74.5	84.4	88.4
STI Granted (\$ Amount) Recvg	15	16	41	3.8	4.9	7.6	8.4	12.4	14.7
STI Granted (% of Base) Recvg	15	16	41	5.3	7.4	10.4	11.1	15.3	18.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	18	19	65	63.0	74.7	86.7	82.8	89.1	97.2
Total Cash Comp – Org Weighted (All)	18	19	N/A	58.9	71.5	82.1	81.2	90.4	98.5

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	*3	6	--	--	--	4.5	--	--
STI Target (% of Base) Eligible	13	14	39	6.0	7.0	8.0	9.2	12.5	12.5
STI Maximum (% of Base) Eligible	9	10	31	9.0	11.3	16.0	21.5	37.5	37.5
Target Total Cash Compensation	16	17	62	62.6	73.3	86.3	81.6	89.1	93.9

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	5	*6	15	0.4	0.4	0.4	1.1	1.5	4.5
Total LTI (\$ Amount) – Recvg	8	*8	21	3.6	3.8	5.4	8.1	9.5	18.7
Target Total Direct Comp (\$ Amount) – Recvg	6	*6	18	69.8	74.3	78.3	84.1	91.5	112.7
Target Total Direct Comp (\$ Amount) – All	16	17	62	68.0	75.3	87.7	83.9	89.1	95.9
Total Direct Comp (\$ Amount) – Recvg	8	*8	21	70.8	75.8	82.9	87.6	104.7	114.6
Total Direct Comp (\$ Amount) – All	18	19	65	68.4	78.1	87.2	85.6	89.1	104.1

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	10	*10	28	3.0	8.8	10.0	11.3	12.6	22.6
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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	15	42	65
Other Guaranteed Cash	11	48	74
Other Non-Guaranteed Cash	8	32	49
LTI	8	21	32
Overtime	10	54	83

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	10	38	64.3
Midpoint	10	38	80.4
Maximum	10	38	96.5
Compa-ratio	10	38	94.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*3	4	--
Year of Birth	18	65	1970

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	18	65	9

2015

CA MTCS for the Energy Sector

Scope Analysis

550.104.360 Maintenance Planner/Scheduler 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	10	10	33	66.9	74.3	74.7	82.9	74.3	82.2	83.4	94.4	76.5	84.4	88.9	100.6
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	10	10	33	66.9	74.3	74.7	82.9	74.3	82.2	83.4	94.4	76.5	84.4	88.9	100.6
Services and Drilling	4	*4	5	--	58.6	59.6	--	--	58.9	60.4	--	--	58.9	61.2	--
Services and Equipment	4	*4	5	--	58.6	59.6	--	--	58.9	60.4	--	--	58.9	61.2	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	1	*1	20	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	15	15	38	66.5	74.0	73.5	82.6	73.4	82.1	81.7	94.2	75.9	84.0	86.4	99.3
Calgary	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Edmonton	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	3	*3	19	--	--	74.0	--	--	--	83.3	--	--	--	87.5	--
Other Alberta	10	10	15	67.2	77.0	76.5	84.4	74.6	82.1	84.8	97.8	76.0	87.1	90.1	101.3
Manitoba/Saskatchewan	3	*3	24	--	--	84.7	--	--	--	85.3	--	--	--	85.7	--
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

550.104.360 Maintenance Planner/Scheduler 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	18	19	65	1.7	68.9	80.6	77.5	89.1	74.7	86.7	82.8	89.1	78.1	87.2	85.6	89.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	4	*4	5	--	--	58.6	67.2	--	--	58.9	70.7	--	--	58.9	70.7	--
\$1 < \$3 Billion	8	*8	31	1.7	74.3	89.1	82.0	89.1	78.9	89.1	83.8	89.1	83.6	89.1	86.8	89.1
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	*6	28	16.0	67.4	74.3	74.3	80.8	75.0	83.3	83.4	91.2	78.0	85.5	86.8	94.8
Barrel of Oil Equivalent/Day																
All	9	*9	24	71,186	64.5	73.1	73.8	84.1	71.2	79.6	80.8	90.9	75.7	83.0	88.3	106.4
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	10	48,693	58.7	75.8	75.1	87.5	63.3	80.5	81.7	97.2	73.0	84.6	90.6	115.4
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	*6	10	48,693	58.7	75.8	75.1	87.5	63.3	80.5	81.7	97.2	73.0	84.6	90.6	115.4
100,000 and Over	3	*3	14	--	--	--	72.9	--	--	--	80.1	--	--	--	86.6	--
100,000 < 300,000	2	*2	12	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	5	*5	10	535	53.3	60.3	66.3	85.0	54.8	64.8	71.1	94.9	60.9	75.0	80.0	104.8
1,500 and Over	10	*11	52	3,986	71.1	81.7	79.1	89.1	79.4	88.0	84.2	89.1	82.9	88.5	86.1	89.1

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

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

2015

CA MTCS for the Energy Sector

600.240.330 Occupational Health Nurse D

Specialization: All Incumbents

A registered nurse, the incumbent provides advice to business supervisors/managers on illness, injury management, managed time loss, local health issues, and absenteeism. Develops and implements programs to monitor/reduce absenteeism, modified duty return-to-work programs, and short-term programs such as health promotions. Other responsibilities might include managing rehabilitation care, assessing an employee's fitness-to-work, monitoring health hazards and following emergency care and response processes. May provide leadership and mentoring to junior staff. Incumbent is a qualified registered nurse with more than 5 years of related practical experience, including medical emergency response.

Incumbents in the same position:

61

(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)	22	25	72	88.0	97.8	107.5	110.7	124.5	135.5
Base Salary – Org Weighted (All)	22	25	N/A	78.7	96.1	110.0	111.5	125.3	140.7
STI Granted (\$ Amount) Recvg	17	19	58	5.3	7.4	10.2	14.9	22.8	29.0
STI Granted (% of Base) Recvg	17	19	58	5.3	6.6	9.6	13.3	20.2	23.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	*4	5	--	--	2.2	2.1	--	--
Total Cash Comp – Inc Weighted (All)	22	25	72	92.8	108.3	121.2	122.9	134.4	158.0
Total Cash Comp – Org Weighted (All)	22	25	N/A	82.6	105.8	118.6	124.6	152.9	159.9

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	7	13	2.9	4.3	5.0	4.6	5.0	5.0
STI Target (% of Base) Eligible	16	18	62	9.8	10.0	10.5	12.3	14.0	15.7
STI Maximum (% of Base) Eligible	13	*15	58	14.6	15.0	15.8	20.4	21.0	40.0
Target Total Cash Compensation	21	24	71	95.3	108.9	118.9	122.6	138.6	155.4

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	6	6	12	0.3	0.4	0.5	1.2	1.4	4.9
Total LTI (\$ Amount) – Recvg	8	*8	29	7.2	11.8	13.6	17.3	19.0	36.3
Target Total Direct Comp (\$ Amount) – Recvg	7	*7	28	113.9	127.5	145.1	149.3	164.6	193.2
Target Total Direct Comp (\$ Amount) – All	21	24	71	95.4	110.9	122.6	129.6	146.6	170.8
Total Direct Comp (\$ Amount) – Recvg	8	*8	29	111.3	122.8	144.0	147.2	159.6	200.1
Total Direct Comp (\$ Amount) – All	22	25	72	92.8	110.6	125.7	130.1	151.2	166.2

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	*6	39	8.8	8.8	16.4	16.1	21.1	26.1
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

2.5%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	17	63	88
Other Guaranteed Cash	8	41	57
Other Non-Guaranteed Cash	9	36	50
LTI	10	34	47
Overtime	5	38	53

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*15	49	101.4
Midpoint	*15	50	126.8
Maximum	*15	49	152.2
Compa-ratio	15	50	95.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	7	12	1996
Year of Birth	19	64	1966

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	21	65	8

2015

CA MTCS for the Energy Sector

Scope Analysis

600.240.330 Occupational Health Nurse 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	8	*9	38	106.9	120.5	122.3	128.1	114.5	131.9	134.3	152.1	127.6	144.2	147.0	158.4
Fully Integrated	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	7	*7	30	104.7	118.2	118.4	125.4	111.6	127.5	129.7	139.1	120.0	140.4	145.7	158.9
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	5	5	80.0	109.1	99.7	114.8	87.3	109.5	103.6	117.1	87.3	109.5	103.6	117.1
Public Sector (Regulatory Agencies, Government)	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*3	7	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	16	*16	45	104.8	117.0	115.8	125.0	109.3	127.0	129.1	148.2	116.1	140.2	140.5	154.3
Calgary	9	9	11	108.2	117.0	122.2	135.1	120.9	143.7	143.1	159.5	120.9	161.0	161.4	179.9
Edmonton	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	4	*4	25	--	114.1	113.9	--	--	121.6	123.2	--	--	135.1	135.7	--
Other Alberta	4	*4	6	--	125.0	117.4	--	--	153.8	138.4	--	--	154.2	138.6	--
Manitoba/Saskatchewan	4	*4	17	--	101.1	98.5	--	--	119.0	112.9	--	--	119.0	112.9	--
Eastern Canada	4	*6	10	77.4	90.5	108.9	149.1	80.5	101.1	112.2	149.1	80.5	101.1	112.2	149.1
Atlantic Canada	3	*5	8	74.7	84.7	103.4	135.4	75.8	91.4	105.6	135.4	75.8	91.4	105.6	135.4
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.

600.240.330 Occupational Health Nurse 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	19	21	64	2.3	101.2	109.5	113.4	124.9	109.7	123.5	126.2	136.8	113.6	129.1	134.3	152.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	*3	4	--	--	--	99.5	--	--	--	106.8	--	--	--	111.2	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	7	*8	24	2.2	97.9	104.6	106.8	115.2	114.1	122.3	125.9	131.7	114.1	122.3	133.5	131.8
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	6	*7	33	14.4	104.8	120.0	120.7	127.0	112.5	129.5	130.4	148.2	122.8	142.9	140.0	154.2
Barrel of Oil Equivalent/Day																
All	9	*10	37	261,534	104.7	120.0	120.6	128.5	111.7	129.5	130.9	144.6	118.8	140.6	143.9	157.3
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	7	*7	32	284,000	103.5	117.2	117.3	126.5	109.9	125.8	125.8	136.8	116.1	139.3	138.2	152.1
100,000 < 300,000	4	*4	26	--	--	111.3	112.5	--	--	117.8	121.7	--	--	135.0	135.3	--
300,000 and Over	3	*3	6	--	--	--	138.1	--	--	--	143.9	--	--	--	150.8	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	8	8	11	1,050	91.8	102.0	108.3	120.0	96.1	108.2	116.5	143.7	96.4	108.2	124.0	177.8
1,500 and Over	12	*13	54	3,454	102.0	110.0	114.0	124.9	112.6	124.4	127.3	135.3	116.2	129.8	135.0	151.7

*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

600.240.340 Occupational Health Nurse C

Specialization: All Incumbents

Under general supervision, may perform pre-employment physicals and evaluate employee's suitability to perform work activities. Provides nursing care for occupational injuries and illnesses, including emergency care and referral, based upon nursing assessments, nursing diagnosis, and medical directives. Performs screening examinations such as vision screening, tonometry, EKG, venipuncture, audiometry, and spirometry. Refers abnormal or questionable findings to appropriate individuals for further evaluation. Assists with obtaining health and work history, interpreting results, and making appropriate referrals for positive findings. Participates in the implementation and administration of healthcare programs that enhance wellness through disease and accident prevention. Maintains a nursing recordkeeping system that meets legal requirements and ensures confidentiality. Incumbent is a qualified registered nurse with 2-5 years of occupational health experience, including emergency care qualifications and first aid experience.

Incumbents in the same position:

15

(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)	13	14	27	94.2	99.8	104.4	104.8	114.1	118.8
Base Salary – Org Weighted (All)	13	14	N/A	84.2	97.4	103.4	103.4	110.0	119.8
STI Granted (\$ Amount) Recvg	11	12	24	2.0	5.8	10.8	12.7	20.3	23.7
STI Granted (% of Base) Recvg	11	12	24	2.4	5.9	10.9	12.1	19.6	21.2
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	13	14	27	97.0	107.3	118.6	116.1	124.0	136.0
Total Cash Comp – Org Weighted (All)	13	14	N/A	88.2	105.0	109.6	111.5	121.6	132.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	*5	7	--	2.5	4.0	3.7	4.0	--
STI Target (% of Base) Eligible	10	10	22	5.3	7.5	11.3	10.8	15.0	15.0
STI Maximum (% of Base) Eligible	9	9	20	10.2	13.0	20.0	24.4	36.4	37.5
Target Total Cash Compensation	12	12	25	99.6	107.7	117.3	114.8	120.8	129.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	5	*5	11	0.2	0.4	0.4	0.7	0.5	2.5
Total LTI (\$ Amount) – Recvg	2	*3	4	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	12	12	25	99.9	108.7	117.3	116.4	122.5	136.6
Total Direct Comp (\$ Amount) – Recvg	2	*3	4	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	13	14	27	97.4	109.5	120.0	118.4	126.6	141.4

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	5	6	15	7.0	18.0	30.2	25.4	34.0	35.7
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Year over Year % Increase (Mean):

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	11	24	89
Other Guaranteed Cash	7	17	63
Other Non-Guaranteed Cash	7	17	63
LTI	3	11	41
Overtime	6	16	59

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	10	22	82.8
Midpoint	10	22	103.5
Maximum	10	22	121.0
Compa-ratio	10	22	103.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	5	8	1990
Year of Birth	13	27	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	13	27	22

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