

2015

CA MTCS for the Energy Sector

Scope Analysis

600.240.340 Occupational Health Nurse 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	7	18	102.6	104.9	107.9	114.9	116.7	121.9	121.5	125.9	118.3	122.8	124.7	136.4
Fully Integrated	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	*5	11	102.0	104.9	107.6	114.1	108.8	121.8	120.5	125.8	118.6	122.3	125.5	141.4
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	4	4	--	91.6	93.4	--	--	98.1	97.3	--	--	98.1	98.1	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	11	12	22	101.0	104.6	105.9	114.1	108.5	119.1	117.6	123.7	109.7	120.0	120.3	126.6
Calgary	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Edmonton	3	3	3	--	--	107.0	--	--	--	110.2	--	--	--	111.5	--
Fort McMurray	4	4	12	--	104.6	104.5	--	--	120.7	118.7	--	--	122.1	123.1	--
Other Alberta	4	*4	5	--	114.3	110.2	--	--	121.2	123.6	--	--	121.2	123.6	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	3	3	--	--	105.5	--	--	--	116.8	--	--	--	116.9	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	3	3	--	--	105.5	--	--	--	116.8	--	--	--	116.9	--
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

600.240.340 Occupational Health Nurse 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	12	13	26	9.8	99.6	103.7	104.4	109.0	107.0	118.0	115.9	124.4	109.1	119.3	118.2	126.6
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	*4	7	--	--	114.1	106.3	--	--	119.5	116.2	--	--	120.0	116.4	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	6	7	17	32.1	100.8	102.9	104.0	104.9	109.6	118.6	116.9	124.9	110.9	120.0	120.2	126.6
Barrel of Oil Equivalent/Day																
All	5	6	13	310,000	102.4	105.0	109.6	118.1	113.1	121.8	120.5	125.8	118.0	122.3	124.8	139.1
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	3	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	4	*5	10	422,450	102.6	104.9	109.9	118.9	115.2	122.9	122.7	128.5	118.3	125.3	128.1	141.4
100,000 < 300,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*4	8	--	--	104.9	107.6	--	--	120.3	118.2	--	--	122.9	124.9	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	10	11	23	4,916	99.8	102.9	103.5	107.1	107.3	117.3	114.2	122.9	109.5	118.6	116.8	124.0

*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.

2015

CA MTCS for the Energy Sector

600.240.350 Occupational Health Nurse B

Specialization: All Incumbents

Under direct supervision, assists with claims management activities and medical monitoring programs. Provides medical advisory and referral services and emergency medical response as required. Coordinates and conducts medical monitoring programs related to hearing conservation program/audiometric testing, pulmonary testing, ergonomic/workplace assessments, etc. Promotes health and wellness initiatives and education throughout the broader workforce. Incumbents in this position have graduated from an accredited nursing program and have current registration as a registered nurse.

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)	6	*6	13	83.2	93.7	95.3	97.4	102.6	113.1
Base Salary – Org Weighted (All)	6	*6	N/A	--	90.7	97.9	97.7	105.4	--
STI Granted (\$ Amount) Recvg	5	*5	10	8.6	11.8	17.4	15.2	17.8	18.3
STI Granted (% of Base) Recvg	5	*5	10	8.5	12.2	18.8	16.4	18.9	20.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	*6	13	98.9	105.0	111.1	109.1	113.3	115.8
Total Cash Comp – Org Weighted (All)	6	*6	N/A	--	106.3	109.0	108.5	110.9	--

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	4	*4	9	--	--	15.0	14.2	--	--
STI Maximum (% of Base) Eligible	3	*3	8	--	--	--	29.3	--	--
Target Total Cash Compensation	5	*5	12	96.3	103.0	107.8	106.6	109.4	114.7

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	2	*2	2	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	9.1	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	5	*5	12	96.3	107.5	108.3	108.0	111.6	115.1
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	117.4	--	--
Total Direct Comp (\$ Amount) – All	6	*6	13	98.9	109.4	111.4	111.4	115.1	122.0

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	9	--	--	19.3	17.1	--	--
---	---	----	---	----	----	------	------	----	----

Year over Year % Increase (Mean):

1.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	5	10	77
Other Guaranteed Cash	4	9	69
Other Non-Guaranteed Cash	3	8	62
LTI	4	9	69
Overtime	2	7	54

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*4	11	74.4
Midpoint	*4	11	93.0
Maximum	*4	11	111.6
Compa-ratio	4	11	100.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*4	5	2003
Year of Birth	*6	13	1981

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	6	13	15

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CA MTCS for the Energy Sector

Scope Analysis

600.240.350 Occupational Health Nurse 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	5	*5	12	93.7	96.2	98.5	103.5	108.0	111.2	109.7	113.3	109.1	111.3	111.4	115.4
Fully Integrated	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	*4	9	--	95.0	95.1	--	--	111.2	110.1	--	--	111.5	112.3	--
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	6	*6	12	93.7	95.1	97.1	103.4	108.0	111.2	109.8	113.3	110.2	111.4	112.2	115.4
Calgary	3	*3	4	--	--	101.1	--	--	--	108.7	--	--	--	112.7	--
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	3	*3	8	--	--	95.1	--	--	--	110.4	--	--	--	112.0	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

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Scope Analysis

600.240.350 Occupational Health Nurse 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	13	12.0	93.7	95.3	97.4	102.6	105.0	111.1	109.1	113.3	109.4	111.4	111.4	115.1
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	4	*4	11	--	--	95.3	98.2	--	--	111.2	109.7	--	--	111.5	111.5	--
Barrel of Oil Equivalent/Day																
All	5	*5	12	310,000	93.7	96.2	98.5	103.5	108.0	111.2	109.7	113.3	109.1	111.3	111.4	115.4
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	4	*4	11	--	--	95.3	98.2	--	--	111.2	109.7	--	--	111.5	111.5	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*3	10	--	--	--	98.6	--	--	--	109.9	--	--	--	111.2	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	6	*6	13	4,003	93.7	95.3	97.4	102.6	105.0	111.1	109.1	113.3	109.4	111.4	111.4	115.1

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CA MTCS for the Energy Sector

610.100.220 Supply Chain Manager

Specialization: All Incumbents

Responsible for managing all supply chain logistics functions, which may include, but are not limited to, production planning, material procurement, inventory control, rate setting, outsourcing, vendor selection, and distribution. Ensures that departmental and support personnel are focused on continuous improvement of products and processes. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Typically requires a Bachelor's degree and five to seven 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)	41	46	92	124.1	141.1	173.0	168.4	193.4	211.3
Base Salary – Org Weighted (All)	41	46	N/A	127.9	150.1	176.5	173.0	193.3	213.1
STI Granted (\$ Amount) Recvg	37	41	79	15.4	33.7	47.5	49.8	65.9	87.4
STI Granted (% of Base) Recvg	37	41	79	9.6	19.4	26.6	27.9	33.6	44.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	7	9	--	0.4	3.0	4.2	6.6	--
Total Cash Comp – Inc Weighted (All)	41	46	92	129.8	165.0	211.1	211.6	258.2	280.5
Total Cash Comp – Org Weighted (All)	41	46	N/A	132.3	179.8	218.2	217.8	257.6	275.1

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	10	*13	27	5.0	7.5	11.5	11.2	13.0	20.0
STI Target (% of Base) Eligible	37	42	85	19.0	20.0	25.0	26.0	30.0	37.0
STI Maximum (% of Base) Eligible	23	28	60	30.0	37.5	40.0	46.5	53.0	64.0
Target Total Cash Compensation	39	44	88	147.7	179.1	216.5	211.4	242.7	269.1

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	26	30	65	2.6	3.2	5.9	7.4	9.0	18.0
Total LTI (\$ Amount) – Recvg	26	28	57	25.9	33.2	49.0	68.1	83.1	164.9
Target Total Direct Comp (\$ Amount) – Recvg	24	26	53	223.9	243.3	287.7	304.9	340.8	433.3
Target Total Direct Comp (\$ Amount) – All	39	44	88	152.9	187.0	244.8	258.1	299.8	392.2
Total Direct Comp (\$ Amount) – Recvg	26	28	57	211.8	244.4	294.7	310.1	352.2	446.7
Total Direct Comp (\$ Amount) – All	41	46	92	135.5	182.7	246.7	259.1	305.8	406.2

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	7	--	--	4.2	14.8	--	--
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Year over Year % Increase (Mean):

3.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	40	89	97
Other Guaranteed Cash	10	16	17
Other Non-Guaranteed Cash	14	25	27
LTI	31	65	71
Overtime	2	4	4

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	27	68	132.1
Midpoint	27	68	167.3
Maximum	27	68	198.4
Compa-ratio	27	68	100.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*9	14	1995
Year of Birth	38	89	1969

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	40	91	13

*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

610.100.220 Supply Chain 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	17	17	24	180.4	195.2	198.9	211.4	221.1	259.8	261.3	285.4	285.2	316.6	349.5	418.2
Fully Integrated	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	15	15	21	180.5	200.9	200.5	214.0	219.4	261.1	264.4	290.6	285.6	306.2	345.1	408.7
Services and Drilling	6	*6	23	120.0	129.6	128.8	141.3	127.4	143.5	154.1	174.9	132.4	160.9	170.8	188.1
Services and Equipment	6	*6	23	120.0	129.6	128.8	141.3	127.4	143.5	154.1	174.9	132.4	160.9	170.8	188.1
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	10	12	141.8	173.2	167.0	192.0	166.3	203.5	206.1	253.6	170.3	211.0	225.2	276.6
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	8	26	157.1	175.5	176.9	192.7	191.5	236.0	225.0	257.2	225.2	278.9	282.4	317.3
Upgrading	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	38	42	88	141.3	173.0	169.2	193.6	171.4	211.6	213.3	258.6	186.4	251.1	262.6	306.4
Calgary	32	33	58	161.7	186.6	180.0	200.2	204.2	237.5	234.7	267.7	227.5	292.7	298.4	343.8
Edmonton	4	8	21	130.5	148.6	148.0	157.3	147.3	175.2	174.6	197.9	152.4	188.1	193.2	232.5
Fort McMurray	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	4	*4	7	--	127.4	134.3	--	--	143.5	147.8	--	--	145.3	162.5	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

610.100.220 Supply Chain 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	38	42	86	1.9	140.3	172.3	167.8	192.7	168.5	214.3	212.9	258.6	184.9	255.1	263.5	307.2
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	7	7	7	--	157.2	173.0	180.1	211.8	193.6	231.3	240.4	281.1	208.0	286.5	272.8	293.8
\$500 < \$1 Billion	5	5	6	--	162.4	174.7	170.8	183.1	167.1	214.3	203.2	231.5	169.5	235.7	219.2	260.6
\$1 < \$3 Billion	16	19	40	2.0	126.1	141.6	148.7	175.7	139.2	169.1	184.6	233.7	150.3	187.8	223.8	283.1
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	8	9	31	17.5	164.0	192.7	186.8	206.1	201.6	247.7	241.5	265.0	244.7	300.9	316.8	394.6
Barrel of Oil Equivalent/Day																
All	19	19	30	73,000	179.4	194.3	194.9	210.0	211.8	257.9	250.5	276.8	248.2	300.1	328.3	399.0
Under 10,000	4	*4	8	--	--	194.5	189.9	--	--	234.3	233.1	--	--	279.2	280.7	--
Under 5,000	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	8	8	10	69,716	175.3	180.5	185.8	195.9	208.6	219.4	234.5	264.0	219.0	292.2	311.3	388.2
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	7	7	9	--	175.0	180.8	186.9	198.2	208.4	215.3	235.7	266.8	215.3	299.7	317.3	416.0
100,000 and Over	7	*7	12	284,000	193.4	200.9	205.7	221.5	242.7	262.9	275.4	300.7	293.8	366.3	374.3	438.8
100,000 < 300,000	4	*4	8	--	--	205.4	208.9	--	--	284.8	288.5	--	--	322.1	368.5	--
300,000 and Over	3	*3	4	--	--	--	199.4	--	--	--	249.2	--	--	--	385.9	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	8	8	9	--	170.4	185.0	189.0	205.9	204.0	231.3	242.1	274.3	217.0	284.7	276.1	290.9
350 < 1,500	10	10	14	893	172.7	185.4	187.9	195.9	202.4	214.3	234.8	264.0	210.7	260.5	308.0	388.2
1,500 and Over	21	25	66	3,666	133.9	156.4	162.5	192.7	148.3	201.2	204.1	254.4	161.9	242.0	249.5	306.2

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

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

CA MTCS for the Energy Sector

610.100.342 Supply Chain Analyst C

Specialization: All Incumbents

Develop and implement long-term supply chain strategies and networks that address capacity issues, production location decisions, etc. in support of business growth. Supports business execution of new programs and initiatives that include promotional activities, forecast and coordination for key events, and network redesigns. Monitors key performance indicators, analyzes cost to serve performance data, and coordinates cross-functional work teams to increase effectiveness of supply chain initiatives. At this level, incumbents are considered fully qualified supply chain analysts, possessing a complete understanding of their area

Incumbents in the same position:	18								
(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)	10	*11	23	52.6	66.2	85.5	85.8	99.7	119.7
Base Salary – Org Weighted (All)	10	*11	N/A	54.5	78.4	87.7	90.2	99.7	131.0
STI Granted (\$ Amount) Recvg	8	9	12	2.9	6.3	9.3	16.0	24.2	46.7
STI Granted (% of Base) Recvg	8	9	12	6.0	7.4	10.2	15.0	22.3	33.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	10	*11	23	54.4	66.2	87.9	94.2	109.4	143.8
Total Cash Comp – Org Weighted (All)	10	*11	N/A	56.8	84.6	91.4	102.8	119.6	168.9
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	3	*3	4	--	--	--	4.5	--	--
STI Target (% of Base) Eligible	7	8	11	7.0	10.0	15.0	13.8	20.0	20.0
STI Maximum (% of Base) Eligible	7	8	11	14.0	20.0	30.0	32.2	45.0	57.0
Target Total Cash Compensation	9	*10	22	54.1	65.7	92.4	93.1	111.8	140.0
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	7	8	11	0.1	0.4	0.4	2.4	1.4	11.4
Total LTI (\$ Amount) – Recvg	4	*4	5	--	--	14.5	15.4	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	4	--	--	--	129.6	--	--
Target Total Direct Comp (\$ Amount) – All	9	*10	22	54.1	65.7	95.6	97.5	118.0	146.2
Total Direct Comp (\$ Amount) – Recvg	4	*4	5	--	--	123.8	119.2	--	--
Total Direct Comp (\$ Amount) – All	10	*11	23	54.4	66.2	94.7	98.7	119.9	156.3
Total Other Guaranteed Cash									
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	3	--	--	--	--	--	--

Year over Year % Increase (Mean): 3.1%

	Dist. Orgs	Num Obs	% of Obs Elig
Incentives and Eligibility			
STI	8	12	52
Other Guaranteed Cash	2	4	17
Other Non-Guaranteed Cash	2	4	17
LTI	5	8	35
Overtime	3	11	48

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*9	22	67.4
Midpoint	*9	22	81.5
Maximum	*9	22	97.6
Compa-ratio	9	22	106.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	*10	23	1974

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	10	22	5

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

2015

CA MTCS for the Energy Sector

Scope Analysis

610.100.342 Supply Chain Analyst C

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	4	*4	5	--	96.6	92.0	--	--	107.9	103.8	--	--	123.8	118.4	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	4	*4	5	--	96.6	92.0	--	--	107.9	103.8	--	--	123.8	118.4	--
Services and Drilling	3	*3	12	--	--	78.1	--	--	--	78.6	--	--	--	81.0	--
Services and Equipment	3	*3	12	--	--	78.1	--	--	--	78.6	--	--	--	81.0	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	8	*9	19	67.9	94.7	89.6	101.2	67.9	94.7	99.4	119.6	67.9	100.4	104.4	123.8
Calgary	6	7	9	82.3	96.8	100.5	115.2	89.6	109.4	118.4	140.2	94.4	123.8	126.6	155.8
Edmonton	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
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.

610.100.342 Supply Chain Analyst C

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	10	*11	23	2.8	66.2	85.5	85.8	99.7	66.2	87.9	94.2	109.4	66.2	94.7	98.7	119.9
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	6	*6	17	2.2	64.0	78.4	78.4	95.8	64.0	84.6	81.4	100.9	64.0	85.5	85.1	106.9
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*4	5	--	--	101.2	111.8	--	--	122.5	138.9	--	--	153.3	147.0	--
Barrel of Oil Equivalent/Day																
All	3	*3	4	--	--	--	90.8	--	--	--	99.1	--	--	--	109.6	--
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	8	*9	20	3,533	64.8	84.7	84.7	99.0	64.8	86.6	93.0	116.4	64.8	93.7	96.5	116.5

*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

610.572.130 Top Purchasing / Procurement Executive

Specialization: All Incumbents

Leads the organization's purchasing/procurement/sourcing function to minimize the organization's overall purchasing costs without compromising quality or reliability of supply. Contributes to the development of the organization's overall supply and logistics strategy. Establishes purchasing budgets, plans, policies, systems, and procedures that will achieve these strategic objectives. Identifies, evaluates, and capitalizes on opportunities to reduce purchasing costs by improving the organization's buying patterns and supply channels. Evaluates, negotiates, and manages the most complex or strategically important supplier and vendor relationships to secure terms that are in the organization's best interest. Frequently reports to a Top Supply Chain Executive, Top Operations Executive, or Chief Financial 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:

7

Year over Year % Increase (Mean):

1.8%

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	10	10	10	149.2	190.6	204.8	230.2	278.4	329.2
Base Salary – Org Weighted (All)	10	10	N/A	149.2	190.6	204.8	230.2	278.4	329.2
STI Granted (\$ Amount) Recvg	7	7	7	--	59.1	115.0	107.7	150.2	--
STI Granted (% of Base) Recvg	7	7	7	--	27.7	40.9	40.2	56.7	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	10	10	10	163.0	193.9	262.1	305.6	427.7	527.4
Total Cash Comp – Org Weighted (All)	10	10	N/A	163.0	193.9	262.1	305.6	427.7	527.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	7	7	7	--	25.0	35.0	32.6	40.0	--
STI Maximum (% of Base) Eligible	5	5	5	--	39.5	60.0	64.8	92.5	--
Target Total Cash Compensation	8	8	8	--	247.5	319.9	317.6	397.5	--

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	4	4	4	--	--	9.1	10.9	--	--
Total LTI (\$ Amount) – Recvg	6	6	6	--	41.3	120.7	146.2	263.6	--
Target Total Direct Comp (\$ Amount) – Recvg	6	6	6	--	303.8	432.1	481.6	702.0	--
Target Total Direct Comp (\$ Amount) – All	8	8	8	--	297.6	345.7	432.8	656.5	--
Total Direct Comp (\$ Amount) – Recvg	6	6	6	--	287.9	436.8	501.4	792.5	--
Total Direct Comp (\$ Amount) – All	10	10	10	163.0	193.9	307.0	397.6	619.2	795.7

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

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	9	9	90
Other Guaranteed Cash	2	2	20
Other Non-Guaranteed Cash	2	2	20
LTI	9	9	90
Overtime	1	1	10

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

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	3	3	--
Year of Birth	9	9	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	10	10	20

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.130 Top Purchasing / Procurement 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	5	5	5	166.4	191.5	220.4	288.8	175.7	251.9	302.3	454.2	175.7	311.9	404.2	679.0
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	5	5	5	166.4	191.5	220.4	288.8	175.7	251.9	302.3	454.2	175.7	311.9	404.2	679.0
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	9	9	9	193.1	213.2	239.6	291.8	195.5	272.3	321.7	440.3	220.1	311.9	424.1	676.6
Calgary	9	9	9	193.1	213.2	239.6	291.8	195.5	272.3	321.7	440.3	220.1	311.9	424.1	676.6
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.

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.130 Top Purchasing / Procurement 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	8	8	8	--	192.3	204.8	236.5	303.6	195.1	262.1	310.1	442.6	207.4	307.0	424.3	734.0
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	214.5	--	--	--	274.1	--	--	--	373.0	--
\$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	3	3	3	--	--	--	199.3	--	--	--	275.6	--	--	--	297.8	--
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	223.0	--	--	--	316.4	--	--	--	381.1	--
350 < 1,500	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	5	5	5	--	195.5	213.2	250.6	324.5	195.5	272.3	332.6	499.9	220.1	302.1	465.9	793.7

*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

610.572.220 Purchasing Manager

Specialization: All Incumbents

This position manages, supervises and administers all purchasing for the company, including buying and pricing. May be involved in materials management and the procurement of office services. Decisions made at this level are not usually subject to technical review. Items purchased may involve large sums of money. Work is assigned only in terms of broad objectives and is reviewed for policy, soundness of approach and effectiveness. This position normally reports to the Top Administration Executive.

Incumbents in the same position:

59

(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)	56	61	118	101.1	124.3	154.0	151.8	182.4	195.1
Base Salary – Org Weighted (All)	56	61	N/A	108.6	126.0	150.1	152.1	180.4	194.1
STI Granted (\$ Amount) Recvg	41	42	88	9.2	18.6	38.6	36.2	50.1	60.8
STI Granted (% of Base) Recvg	41	42	88	8.6	14.0	23.4	21.8	27.8	31.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	5	5	--	0.7	0.8	5.5	12.6	--
Total Cash Comp – Inc Weighted (All)	56	61	118	109.4	130.1	175.4	179.0	231.3	249.2
Total Cash Comp – Org Weighted (All)	56	61	N/A	112.6	133.2	169.8	176.2	219.9	251.7

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	10	12	29	6.5	7.5	8.0	8.7	10.0	12.0
STI Target (% of Base) Eligible	44	48	97	13.0	15.0	20.0	21.1	25.0	30.0
STI Maximum (% of Base) Eligible	31	34	68	23.0	30.0	39.0	37.5	48.8	55.0
Target Total Cash Compensation	50	55	106	110.3	137.0	195.1	186.4	229.6	246.2

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	29	30	58	0.3	1.8	5.6	5.3	7.2	9.0
Total LTI (\$ Amount) – Recvg	31	32	62	17.3	31.9	44.2	62.0	90.3	142.6
Target Total Direct Comp (\$ Amount) – Recvg	29	30	60	204.0	239.5	279.4	284.5	331.2	381.6
Target Total Direct Comp (\$ Amount) – All	50	55	106	110.3	141.4	220.2	224.3	287.4	344.6
Total Direct Comp (\$ Amount) – Recvg	31	32	62	204.4	229.0	271.9	283.0	327.0	389.9
Total Direct Comp (\$ Amount) – All	56	61	118	109.5	131.6	204.8	214.2	279.9	346.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	7	7	9	--	3.9	6.3	7.7	9.6	--
---	---	---	---	----	-----	-----	-----	-----	----

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

Year over Year % Increase (Mean):

1.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	50	109	92
Other Guaranteed Cash	15	20	17
Other Non-Guaranteed Cash	11	15	13
LTI	34	69	58
Overtime	3	3	3

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	30	78	136.3
Midpoint	30	78	164.4
Maximum	30	78	186.2
Compa-ratio	30	78	99.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	11	18	1990
Year of Birth	52	109	1966

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	55	117	17

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.220 Purchasing 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	22	22	37	172.3	182.0	178.7	195.4	203.7	231.9	221.8	251.8	235.9	306.6	298.5	357.0
Fully Integrated	4	*4	17	--	184.9	179.9	--	--	231.9	226.0	--	--	317.1	313.1	--
Exploration & Production	18	18	20	170.3	181.6	177.8	195.6	178.8	230.3	218.2	253.4	224.1	303.5	286.1	344.3
Services and Drilling	12	13	21	114.1	125.0	135.1	152.0	114.1	140.7	149.5	167.4	114.1	144.1	161.0	199.6
Services and Equipment	9	10	18	114.1	130.2	137.3	156.8	114.1	145.4	151.7	167.3	114.1	147.3	162.4	195.4
Drilling	3	3	3	--	--	122.5	--	--	--	136.2	--	--	--	152.1	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	8	10	22	100.0	129.3	126.2	144.1	119.0	132.9	141.8	176.0	119.1	132.9	146.3	176.0
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	*6	19	152.7	171.6	167.2	187.5	183.8	208.1	201.8	231.5	205.7	262.1	243.2	283.9
Upgrading	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	3	*3	8	--	--	106.5	--	--	--	117.1	--	--	--	119.3	--
Engineering, Procurement & Construction	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	6	--	--	147.7	--	--	--	163.6	--	--	--	189.7	--
Incumbent Location***															
British Columbia	3	3	3	--	--	127.5	--	--	--	150.4	--	--	--	161.6	--
All Alberta	45	48	84	137.3	170.4	163.5	185.8	155.6	203.3	196.6	235.7	165.6	240.0	241.8	303.7
Calgary	33	33	61	156.3	176.9	173.6	191.0	185.6	221.1	215.2	244.3	217.1	265.3	269.0	319.3
Edmonton	9	12	16	116.1	130.6	134.7	149.2	117.6	137.6	145.9	167.5	117.6	141.7	155.7	176.5
Fort McMurray	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	5	5	5	111.6	135.0	128.9	143.3	111.6	135.0	131.1	148.7	111.8	136.9	151.3	198.1
Manitoba/Saskatchewan	4	4	4	--	147.6	146.7	--	--	158.1	155.2	--	--	158.1	155.2	--
Eastern Canada	7	7	18	95.8	107.0	120.2	135.5	106.7	123.0	136.6	143.7	106.9	123.1	147.4	143.7
Atlantic Canada	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	5	5	12	104.0	118.1	124.5	138.8	114.3	130.0	140.2	150.4	114.3	130.0	152.8	150.4
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.

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.220 Purchasing 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	51	55	104	1.3	126.6	158.1	155.2	183.6	135.9	184.4	184.3	231.5	140.6	217.1	224.1	288.8
Under \$100 Million	6	*6	9	--	126.1	150.0	150.3	175.5	133.9	160.7	173.3	219.1	133.9	160.7	175.5	228.8
\$100 < \$500 Million	9	9	12	0.2	109.1	123.9	136.4	165.3	112.2	145.4	151.1	174.8	112.3	147.3	166.2	212.5
\$500 < \$1 Billion	8	9	10	0.9	109.8	128.9	132.5	148.2	116.4	140.6	144.6	167.9	116.4	175.3	164.8	191.2
\$1 < \$3 Billion	17	19	31	2.1	107.1	136.6	146.9	183.6	121.1	168.2	174.7	224.0	121.2	183.2	212.0	319.0
\$3 < \$5 Billion	3	*3	8	--	--	--	140.6	--	--	--	157.7	--	--	--	167.4	--
\$5 Billion and Over	9	9	34	16.0	170.5	181.7	180.8	191.2	207.7	231.4	225.7	242.4	253.7	285.3	299.3	329.6
Barrel of Oil Equivalent/Day																
All	22	22	40	73,288	170.2	181.7	175.7	195.5	193.4	231.7	218.6	253.4	231.7	295.0	288.4	348.4
Under 10,000	4	*4	8	--	--	149.9	151.2	--	--	162.5	180.0	--	--	182.3	188.9	--
Under 5,000	3	*3	7	--	--	--	147.8	--	--	--	180.7	--	--	--	185.3	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	10	10	12	47,370	154.8	177.8	170.5	193.1	173.7	220.6	210.0	253.4	224.1	311.1	280.1	345.1
10,000 < 25,000	3	3	3	--	--	--	134.8	--	--	--	150.2	--	--	--	194.6	--
25,000 < 100,000	7	7	9	--	174.3	181.1	182.4	196.1	203.9	237.1	229.9	259.6	261.7	319.6	308.6	348.1
100,000 and Over	8	8	20	180,404	176.6	186.2	188.5	200.8	225.8	236.3	239.2	262.5	271.5	330.9	333.2	393.1
100,000 < 300,000	6	*6	14	114,099	175.8	193.0	191.8	205.5	220.8	238.0	241.0	268.7	262.3	296.7	309.0	356.3
300,000 and Over	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	9	10	11	166	135.0	175.0	169.0	194.3	135.0	193.5	194.7	247.0	214.0	237.4	234.5	264.6
350 < 1,500	20	21	23	770	127.0	151.4	155.1	184.3	141.6	168.2	183.0	224.0	142.7	207.9	226.5	303.2
1,500 and Over	21	23	70	3,505	131.0	160.8	155.6	182.4	138.8	191.4	187.5	232.0	139.5	218.9	226.2	287.4

*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

610.572.320 Purchasing Agent E

Specialization: All Incumbents

Responsible for the effective co-ordination of purchasing activities. Possesses thorough knowledge of all specialty areas in purchasing. Typically supervises buyers and support staff; provides consultative services to client departments; represents company on major requisitions; designs, promotes, and implements materials management strategies, directions and plans.

Incumbents in the same position:	148									Year over Year % Increase (Mean):	2.2%		
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	45	52	246	127.6	142.6	151.5	151.2	162.4	174.7	STI	43	243	99
Base Salary – Org Weighted (All)	45	52	N/A	115.1	136.8	152.2	147.5	159.5	167.5	Other Guaranteed Cash	18	63	26
STI Granted (\$ Amount) Recvg	42	47	241	15.3	23.3	34.7	34.0	43.1	52.7	Other Non-Guaranteed Cash	16	108	44
STI Granted (% of Base) Recvg	42	47	241	11.1	16.1	23.6	22.2	27.1	32.0	LTI	32	215	87
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	8	8	23	0.2	0.6	1.1	2.6	2.8	10.1	Overtime	3	8	3
Total Cash Comp – Inc Weighted (All)	45	52	246	147.5	167.3	185.8	184.7	203.3	221.9				
Total Cash Comp – Org Weighted (All)	45	52	N/A	132.9	157.8	184.2	176.0	193.5	220.3				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	9	9	13	4.0	4.0	5.0	7.3	10.8	13.8	Minimum	28	212	126.4
STI Target (% of Base) Eligible	40	45	220	15.0	18.5	20.0	19.5	20.0	25.0	Midpoint	29	215	156.5
STI Maximum (% of Base) Eligible	30	34	178	22.5	30.0	40.0	37.9	44.0	50.0	Maximum	28	212	187.5
Target Total Cash Compensation	42	48	223	151.2	171.9	183.7	182.6	196.7	211.2	Compa-ratio	29	215	98.7
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	24	26	113	0.3	0.3	1.5	2.4	4.6	5.7	Graduation Year	12	74	1993
Total LTI (\$ Amount) – Recvg	28	31	193	17.7	24.0	40.0	45.9	66.9	85.7	Year of Birth	44	245	1968
Target Total Direct Comp (\$ Amount) – Recvg	26	28	174	190.5	205.0	232.1	235.3	260.2	285.3				
Target Total Direct Comp (\$ Amount) – All	42	48	223	154.4	193.2	218.9	219.8	253.0	280.6				
Total Direct Comp (\$ Amount) – Recvg	28	31	193	188.9	205.2	234.4	239.3	268.0	297.0				
Total Direct Comp (\$ Amount) – All	45	52	246	152.3	189.7	220.5	221.8	254.5	291.5				
Total Other Guaranteed Cash											Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	13	14	51	1.7	2.7	4.2	11.2	20.6	26.9	Hired since 2014	45	245	7

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

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.320 Purchasing Agent 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	25	27	178	146.8	153.8	156.3	164.9	176.7	190.4	192.5	207.9	202.3	238.3	239.0	271.0
Fully Integrated	4	*4	76	--	154.8	157.8	--	--	195.0	194.3	--	--	253.7	248.9	--
Exploration & Production	21	23	102	145.7	153.5	155.2	165.0	170.8	188.5	191.1	208.4	201.1	225.6	231.6	251.1
Services and Drilling	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	9	11	16	114.5	124.3	131.2	143.5	123.5	139.3	146.9	164.0	127.7	139.5	149.5	165.1
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	*8	37	137.1	147.5	145.3	157.7	164.0	182.4	178.6	193.1	181.5	206.8	200.3	222.1
Upgrading	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	42	47	222	144.0	152.3	152.7	162.6	170.0	187.3	187.3	205.5	193.4	221.3	225.8	257.7
Calgary	34	37	182	147.0	154.5	156.3	164.4	177.3	190.8	193.4	208.3	201.3	229.7	235.0	264.7
Edmonton	6	*7	13	109.7	114.8	121.6	136.6	128.0	136.3	139.4	156.4	129.6	138.4	145.9	158.3
Fort McMurray	4	*4	17	--	148.1	148.7	--	--	176.3	175.2	--	--	216.8	225.0	--
Other Alberta	5	*5	10	132.2	134.3	134.9	139.1	151.8	154.4	159.9	167.2	151.9	154.4	164.8	172.2
Manitoba/Saskatchewan	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	7	7	15	138.1	144.5	149.4	154.5	157.8	181.0	179.3	198.1	158.1	220.5	214.0	253.1
Atlantic Canada	4	*4	8	--	152.3	161.6	--	--	183.6	188.6	--	--	227.2	222.2	--
Ontario	4	4	6	--	135.8	134.0	--	--	163.9	163.6	--	--	167.9	189.3	--
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

610.572.320 Purchasing Agent 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	44	50	243	2.1	142.5	151.4	151.1	162.3	167.4	185.3	184.7	203.2	190.1	220.6	222.2	255.3
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	6	6	13	0.3	98.6	152.3	137.6	162.4	109.0	172.8	164.9	203.6	109.5	195.3	185.9	249.2
\$500 < \$1 Billion	5	5	6	--	129.9	139.2	138.1	145.8	146.3	157.3	154.5	164.7	146.3	157.6	155.5	166.7
\$1 < \$3 Billion	16	*17	49	2.0	144.2	153.1	152.8	169.7	171.3	186.8	184.5	208.9	198.5	229.9	225.5	261.0
\$3 < \$5 Billion	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	15	20	172	16.0	143.5	151.0	152.4	162.2	170.5	187.3	187.4	203.5	192.9	220.6	225.8	258.2
Barrel of Oil Equivalent/Day																
All	25	27	175	103,989	145.5	153.1	154.7	164.4	174.8	189.7	189.9	207.3	200.3	237.6	236.0	271.0
Under 10,000	3	*3	8	--	--	--	128.9	--	--	--	158.4	--	--	--	169.4	--
Under 5,000	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	9	*9	32	70,400	147.0	154.0	158.3	170.5	176.4	189.3	192.4	209.5	205.3	233.0	234.7	266.3
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	8	*8	31	70,793	147.1	154.5	159.0	170.8	176.9	189.7	193.1	210.0	205.7	234.4	236.7	271.4
100,000 and Over	13	15	135	284,000	145.5	152.5	155.4	164.4	175.6	189.8	191.2	205.4	200.3	244.0	240.2	271.0
100,000 < 300,000	8	*8	63	188,702	148.0	155.0	158.3	170.0	177.5	189.3	195.4	219.2	196.3	220.5	231.4	258.4
300,000 and Over	5	*7	72	478,500	144.6	150.2	152.9	161.0	173.0	191.0	187.4	201.7	219.5	251.4	247.9	275.5
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	6	*6	11	256	152.3	160.9	160.1	169.8	172.8	199.3	193.8	215.3	195.3	211.8	218.2	249.9
350 < 1,500	16	16	30	870	146.7	152.4	153.3	160.6	166.1	186.0	188.8	194.5	203.5	234.0	241.6	255.8
1,500 and Over	23	29	204	3,505	141.8	150.2	150.5	162.4	167.1	185.1	183.7	203.1	187.9	218.9	219.3	256.8

*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

610.572.330 Purchasing Agent D**Specialization: All Incumbents**

Accountable for handling highly responsible procurement work. Duties include assigning and reviewing work of junior staff, coordinating purchases and logistics with field and other operations, and liaisons with vendors for significant purchases. Assumes a strategic role in the purchasing operations including negotiations, communications and teamwork.

Incumbents in the same position:

223

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	60	71	414	104.1	112.9	121.4	120.9	129.8	138.3
Base Salary – Org Weighted (All)	60	71	N/A	91.5	107.4	117.0	116.0	125.8	136.6
STI Granted (\$ Amount) Recvg	51	57	363	8.3	15.4	23.0	22.9	29.5	35.7
STI Granted (% of Base) Recvg	51	57	363	8.0	12.8	18.8	18.5	24.0	27.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	8	*8	37	0.2	0.6	0.6	1.7	2.3	3.6
Total Cash Comp – Inc Weighted (All)	60	71	414	112.0	127.3	142.4	141.1	156.2	168.8
Total Cash Comp – Org Weighted (All)	60	71	N/A	95.7	114.8	133.1	131.5	147.7	162.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	10	11	27	4.5	5.0	7.5	7.5	10.0	12.0
STI Target (% of Base) Eligible	48	56	355	13.0	15.0	17.0	16.9	20.0	20.0
STI Maximum (% of Base) Eligible	35	43	275	20.0	25.5	32.0	34.3	44.0	44.0
Target Total Cash Compensation	56	66	384	115.9	131.3	142.2	140.8	152.3	163.9

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	21	27	136	0.3	0.3	0.4	1.1	1.0	3.0
Total LTI (\$ Amount) – Recvg	33	37	262	7.5	9.8	15.6	18.7	26.7	32.3
Target Total Direct Comp (\$ Amount) – Recvg	29	32	233	139.2	151.3	162.9	164.3	175.4	193.2
Target Total Direct Comp (\$ Amount) – All	56	66	384	118.1	138.1	154.0	152.7	167.5	185.1
Total Direct Comp (\$ Amount) – Recvg	33	37	262	134.8	144.8	162.5	164.7	180.4	200.4
Total Direct Comp (\$ Amount) – All	60	71	414	113.7	135.1	152.7	153.3	172.2	190.9

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	17	18	89	2.2	2.7	15.8	15.3	22.7	34.4
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	53	385	93
Other Guaranteed Cash	23	110	27
Other Non-Guaranteed Cash	17	174	42
LTI	36	331	80
Overtime	14	46	11

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	38	355	101.4
Midpoint	38	359	123.5
Maximum	38	355	149.8
Compa-ratio	38	359	98.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	17	79	1995
Year of Birth	58	406	1970

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	60	413	14

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CA MTCS for the Energy Sector

Scope Analysis

610.572.330 Purchasing Agent 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	25	28	258	116.9	124.3	125.0	132.0	136.0	147.8	148.5	160.1	143.1	161.0	164.1	180.7
Fully Integrated	4	*4	137	--	124.8	125.5	--	--	149.9	151.2	--	--	162.9	163.9	--
Exploration & Production	21	24	121	116.0	123.5	124.3	131.0	127.4	145.1	145.5	157.8	142.8	160.0	164.4	181.8
Services and Drilling	11	11	22	90.8	97.9	98.3	111.0	92.8	111.0	105.6	119.2	92.8	111.0	111.3	126.3
Services and Equipment	8	8	17	89.4	94.1	96.8	111.0	91.1	100.1	100.6	114.3	91.1	105.9	106.0	118.5
Drilling	3	*3	5	--	--	103.1	--	--	--	122.6	--	--	--	129.5	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	9	24	105.4	112.0	112.6	122.6	109.8	120.3	121.8	133.8	109.8	121.9	122.2	134.4
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	10	*12	70	113.2	118.8	120.7	125.5	130.5	140.4	141.0	151.6	140.0	152.8	152.4	163.6
Upgrading	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	11	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	19	--	121.2	118.1	--	--	127.1	127.4	--	--	127.4	129.8	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	5	--	--	119.9	--	--	--	139.4	--	--	--	149.6	--
Incumbent Location***															
British Columbia	3	*3	4	--	--	123.4	--	--	--	142.5	--	--	--	148.6	--
All Alberta	53	62	374	114.0	121.8	121.9	130.0	128.3	143.3	142.1	156.7	136.5	154.0	154.9	173.0
Calgary	43	46	266	115.5	123.8	124.1	132.0	133.9	147.9	146.9	160.1	141.4	159.7	160.9	178.0
Edmonton	10	14	26	101.3	110.2	109.3	117.6	103.0	112.6	112.5	120.0	103.0	112.6	113.5	120.7
Fort McMurray	7	7	48	112.2	118.1	118.9	125.5	122.0	133.0	135.2	147.4	133.6	143.4	147.9	160.0
Other Alberta	18	18	34	113.8	121.1	118.2	124.9	126.7	141.3	136.8	149.0	132.2	149.7	149.0	163.1
Manitoba/Saskatchewan	6	*6	13	99.3	110.7	112.4	125.8	112.8	132.5	129.0	142.3	112.8	140.3	135.4	151.6
Eastern Canada	7	*7	16	111.6	118.3	121.3	140.7	128.8	146.8	150.1	179.0	131.6	151.5	161.0	191.3
Atlantic Canada	3	*3	6	--	--	119.2	--	--	--	144.4	--	--	--	157.7	--
Ontario	5	5	9	108.5	122.4	123.8	141.2	127.6	151.4	153.8	183.7	128.5	151.7	161.8	185.5
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

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CA MTCS for the Energy Sector

Scope Analysis

610.572.330 Purchasing Agent 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	57	67	385	2.2	113.3	121.8	121.6	130.0	129.6	143.4	143.0	156.5	138.1	154.0	156.1	173.9
Under \$100 Million	5	5	6	--	86.9	102.2	109.7	139.1	90.8	105.8	116.5	146.1	90.8	105.8	116.7	147.1
\$100 < \$500 Million	10	10	19	0.4	108.0	112.4	117.1	125.8	111.1	121.0	128.6	146.2	111.1	125.4	134.1	156.6
\$500 < \$1 Billion	6	7	8	--	102.0	113.5	112.9	120.8	109.8	115.5	120.6	136.8	109.8	117.0	135.5	146.5
\$1 < \$3 Billion	19	20	75	2.1	107.6	122.4	118.2	130.0	119.0	141.2	136.4	155.0	132.2	160.0	156.2	180.8
\$3 < \$5 Billion	5	*5	8	--	105.4	113.0	113.9	122.8	126.8	131.3	135.0	140.5	127.6	133.4	141.2	154.0
\$5 Billion and Over	15	20	269	16.0	115.6	122.5	123.6	130.1	133.8	146.3	147.3	158.1	141.3	156.1	159.5	173.9
Barrel of Oil Equivalent/Day																
All	23	26	245	124,208	116.8	123.8	124.4	131.0	135.8	146.9	147.1	157.9	143.0	159.7	162.9	178.3
Under 10,000	3	*3	6	--	--	--	132.5	--	--	--	160.0	--	--	--	162.5	--
Under 5,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	8	*8	26	69,716	115.4	125.4	122.8	129.8	135.5	144.4	144.1	154.6	151.1	165.8	170.2	183.4
10,000 < 25,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	*6	24	70,793	115.9	125.4	122.6	129.5	135.3	144.4	144.1	156.1	152.7	165.8	168.1	181.3
100,000 and Over	12	*15	213	284,413	116.8	123.1	124.4	131.0	134.8	146.9	147.1	158.2	142.2	157.9	162.1	178.3
100,000 < 300,000	7	*7	100	236,600	119.3	124.9	126.4	132.4	134.7	145.3	146.2	156.8	140.6	155.6	160.4	176.5
300,000 and Over	5	*8	113	478,500	114.8	120.1	122.6	129.9	134.8	148.1	147.9	160.2	143.0	159.7	163.5	182.3
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	7	7	13	269	122.9	135.2	131.0	137.5	141.0	151.5	150.0	162.8	147.6	159.0	163.3	175.1
350 < 1,500	18	20	69	866	114.4	121.7	122.3	130.0	123.3	139.3	140.8	157.6	133.4	166.1	163.4	187.5
1,500 and Over	30	37	308	3,373	113.2	121.8	121.3	129.3	129.9	143.4	143.1	156.2	137.9	152.7	153.8	170.3

*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

610.572.340 Purchasing Agent C

Specialization: All Incumbents

Responsible for purchasing most items required by the organization. Duties include receiving and analyzing requisitions, expediting purchased materials, negotiating terms of agreements/contracts, liaisons with vendors, and surveying the market for competitive quotations and sources of supply. May provide guidance to junior Purchasing Agents. Usual qualifications include a university degree with a minimum of 4 years' related experience, high school diploma with a minimum of 10 years' related experience.

Incumbents in the same position:	238								
(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)	63	80	462	78.0	88.5	96.2	95.0	102.9	109.2
Base Salary – Org Weighted (All)	63	80	N/A	76.2	86.1	94.4	93.7	101.7	107.8
STI Granted (\$ Amount) Recvg	50	60	374	5.9	8.2	12.4	13.4	17.8	21.7
STI Granted (% of Base) Recvg	50	60	374	6.2	9.3	13.0	13.7	18.0	22.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	8	9	47	0.1	0.6	1.5	1.6	2.2	3.7
Total Cash Comp – Inc Weighted (All)	63	80	462	81.0	94.8	107.3	106.0	117.5	127.2
Total Cash Comp – Org Weighted (All)	63	80	N/A	76.7	91.0	103.8	102.6	113.6	126.1
Target Annual Cash Compensation									
STI Threshold (% of Base) Eligible	10	15	62	2.5	3.4	4.0	4.2	5.0	5.0
STI Target (% of Base) Eligible	47	59	375	8.0	10.0	12.0	12.2	15.0	15.0
STI Maximum (% of Base) Eligible	35	45	292	10.0	20.0	25.0	25.4	33.0	40.0
Target Total Cash Compensation	57	73	434	81.3	96.6	107.0	105.0	115.6	123.7
Estimated Total Direct Compensation									
Total Perquisite Value (\$ Amount)	25	30	129	0.3	0.3	0.4	1.0	1.3	1.9
Total LTI (\$ Amount) – Recvg	27	32	192	5.2	5.7	9.7	11.2	15.0	20.1
Target Total Direct Comp (\$ Amount) – Recvg	25	29	169	106.0	111.2	124.5	123.8	132.7	142.0
Target Total Direct Comp (\$ Amount) – All	57	73	434	81.4	97.1	109.8	109.6	122.6	134.4
Total Direct Comp (\$ Amount) – Recvg	27	32	192	105.2	111.3	121.6	124.5	135.5	145.5
Total Direct Comp (\$ Amount) – All	63	80	462	81.2	97.3	111.0	111.0	125.1	137.6
Total Other Guaranteed Cash									
Total Other Guaranteed Cash (\$ Amount) Recvg	18	20	89	1.2	2.2	8.9	11.6	16.8	29.4

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

Year over Year % Increase (Mean):			2.7%
Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	53	403	87
Other Guaranteed Cash	21	108	23
Other Non-Guaranteed Cash	16	172	37
LTI	28	262	57
Overtime	28	155	34
Salary Range			
Minimum	38	363	82.6
Midpoint	38	366	100.0
Maximum	38	363	121.5
Compa-ratio	38	366	96.7
Demographics			
Graduation Year	15	74	2003
Year of Birth	60	449	1974
Hired since 2014			
	Dist. Orgs	Num Obs	% of Obs
	61	455	13

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.340 Purchasing Agent 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	21	24	205	96.0	100.8	101.9	106.4	109.0	117.4	117.7	123.8	115.9	124.2	126.2	135.9
Fully Integrated	4	*4	78	--	100.2	100.8	--	--	118.1	117.1	--	--	118.9	121.9	--
Exploration & Production	18	20	127	96.0	102.0	102.7	108.0	108.4	116.0	118.0	125.2	117.3	128.2	128.8	137.3
Services and Drilling	11	12	47	77.2	83.2	83.5	87.6	80.6	87.6	89.1	98.6	80.6	89.0	90.7	100.0
Services and Equipment	8	*9	30	80.2	85.0	87.6	91.9	80.9	87.2	91.8	100.4	81.0	90.6	93.9	101.7
Drilling	3	*3	17	--	--	76.3	--	--	--	84.3	--	--	--	84.9	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	15	21	90	79.2	90.6	89.0	98.1	82.3	94.1	93.6	102.7	82.5	94.1	93.7	103.0
Public Sector (Regulatory Agencies, Government)	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	9	*10	70	90.4	94.3	94.6	97.9	100.1	105.5	105.3	109.9	105.0	110.8	111.0	115.6
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*3	16	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	12	--	97.7	94.4	--	--	100.9	103.9	--	--	101.2	106.7	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	4	*4	19	--	96.3	93.2	--	--	107.3	106.6	--	--	107.3	107.4	--
Incumbent Location***															
British Columbia	5	5	5	89.8	96.0	95.7	101.5	91.6	105.0	100.6	107.5	96.3	106.8	104.9	112.6
All Alberta	49	61	355	90.6	97.2	96.6	103.5	98.9	108.9	108.6	119.0	102.3	114.2	114.7	128.6
Calgary	36	39	219	91.4	96.6	96.6	102.1	100.6	109.9	109.4	119.0	105.4	114.9	116.2	126.9
Edmonton	11	17	47	81.2	90.6	90.2	96.4	86.7	94.1	94.3	101.7	86.7	94.1	95.0	101.7
Fort McMurray	6	6	36	97.4	102.0	103.6	107.3	110.6	115.0	116.5	120.5	118.9	123.1	125.0	131.5
Other Alberta	25	27	53	91.1	100.0	97.8	107.8	101.8	115.7	112.5	130.6	104.8	128.8	118.8	136.5
Manitoba/Saskatchewan	9	9	29	79.8	88.5	87.8	94.9	82.6	101.4	97.1	106.7	82.6	101.4	98.7	106.9
Eastern Canada	11	14	51	70.5	93.9	91.7	104.9	76.7	104.8	100.9	117.4	76.7	104.9	101.4	117.4
Atlantic Canada	6	8	20	67.4	69.8	83.9	100.4	69.8	73.7	89.2	116.3	69.8	73.8	89.4	116.4
Ontario	6	6	29	88.1	98.6	96.3	105.3	91.3	108.4	107.1	117.1	91.3	108.4	107.7	117.6
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

610.572.340 Purchasing Agent 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	57	72	435	2.1	88.8	96.2	95.5	103.0	97.1	108.1	107.0	117.9	100.1	111.9	112.2	125.6
Under \$100 Million	1	*1	11	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	7	7	10	0.2	78.2	83.7	84.2	92.8	80.0	88.0	88.5	100.5	80.0	88.0	90.1	100.9
\$500 < \$1 Billion	9	10	35	0.8	74.3	87.4	86.1	96.9	80.3	87.8	89.3	100.4	80.3	87.8	90.5	101.0
\$1 < \$3 Billion	23	29	104	2.1	80.2	93.3	91.4	100.8	87.7	103.9	101.8	114.4	89.2	104.9	107.7	126.8
\$3 < \$5 Billion	4	*4	28	--	--	97.9	94.3	--	--	103.6	99.0	--	--	103.6	100.4	--
\$5 Billion and Over	15	21	247	16.0	93.8	98.4	99.5	104.1	105.0	112.3	114.1	121.6	109.8	117.5	120.4	130.2
Barrel of Oil Equivalent/Day																
All	21	24	185	124,208	95.9	100.6	101.2	105.2	108.2	116.1	115.5	122.2	114.9	122.5	124.6	134.7
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	9	*9	24	54,320	97.3	100.9	104.1	106.8	110.5	116.0	116.1	121.7	115.9	124.2	125.5	136.0
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	8	*8	23	62,360	97.3	101.0	104.9	107.3	110.6	116.3	116.6	121.7	115.5	126.2	125.9	136.6
100,000 and Over	13	15	161	284,000	95.5	100.5	100.8	105.1	108.1	116.1	115.4	122.5	114.6	122.5	124.5	134.7
100,000 < 300,000	8	8	72	188,702	94.6	102.4	101.5	107.0	106.0	115.1	116.4	124.3	111.5	127.3	126.7	137.6
300,000 and Over	5	*7	89	478,500	96.0	100.4	100.2	103.6	110.3	116.9	114.6	120.9	116.2	120.8	122.7	131.0
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	8	9	10	223	86.5	97.3	95.1	102.5	92.7	106.5	103.7	113.9	100.3	110.8	112.5	128.2
350 < 1,500	22	24	74	871	85.0	95.6	93.5	101.0	86.3	101.0	100.4	114.7	86.6	102.4	108.1	130.3
1,500 and Over	31	41	358	3,241	89.4	96.7	96.2	103.5	99.0	108.9	108.6	119.0	102.3	112.3	113.1	125.2

*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

610.572.350 Purchasing Agent B

Specialization: All Incumbents

Progressive training in various phases of purchasing. Performs procurement work requiring comprehensive knowledge of products, sources, materials, services, policies and procedures. Duties may include processing purchase requisitions, expediting purchased materials, developing inventory forecasts, liaisons with vendors, and evaluating alternative vendors, sources, products, and services for effective cost management. Usual qualifications include a university degree with a minimum of 2 years' related experience, high school diploma with a minimum of 8 years' related experience.

Incumbents in the same position:

306

(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)	73	86	582	68.0	75.3	82.5	82.0	89.7	94.9
Base Salary – Org Weighted (All)	73	86	N/A	60.5	73.5	80.0	78.5	85.5	92.1
STI Granted (\$ Amount) Recvg	53	*61	443	4.2	7.6	13.1	11.8	15.8	17.9
STI Granted (% of Base) Recvg	53	*61	443	5.6	9.7	16.3	14.2	18.6	20.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	12	13	36	0.2	0.6	0.9	1.5	2.2	3.8
Total Cash Comp – Inc Weighted (All)	73	86	582	69.9	83.5	92.6	91.0	100.0	109.6
Total Cash Comp – Org Weighted (All)	73	86	N/A	62.7	77.8	85.5	84.1	92.3	103.9

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	11	16	42	1.3	3.0	3.5	3.7	5.0	5.0
STI Target (% of Base) Eligible	52	*60	429	8.0	10.0	15.0	12.7	15.0	15.0
STI Maximum (% of Base) Eligible	37	*44	361	15.0	20.0	33.0	27.5	33.0	33.0
Target Total Cash Compensation	66	*77	542	71.1	84.0	92.8	91.0	99.0	107.1

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	27	31	112	0.3	0.3	0.5	0.8	1.0	1.9
Total LTI (\$ Amount) – Recvg	26	*28	209	4.5	5.0	8.2	8.6	11.7	13.4
Target Total Direct Comp (\$ Amount) – Recvg	24	*25	190	88.0	92.7	100.9	102.7	111.1	120.8
Target Total Direct Comp (\$ Amount) – All	66	*77	542	72.2	87.3	94.9	94.1	102.8	112.0
Total Direct Comp (\$ Amount) – Recvg	26	*28	209	87.3	91.7	100.2	103.2	113.8	124.7
Total Direct Comp (\$ Amount) – All	73	86	582	70.5	86.7	94.9	94.3	103.2	114.2

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	20	*22	134	1.4	4.3	11.9	13.1	21.0	25.3
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Year over Year % Increase (Mean):

3.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	60	469	81
Other Guaranteed Cash	24	159	27
Other Non-Guaranteed Cash	18	266	46
LTI	30	362	62
Overtime	28	266	46

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*41	423	68.0
Midpoint	*41	427	82.5
Maximum	*41	423	99.0
Compa-ratio	41	427	96.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	15	55	2007
Year of Birth	69	566	1977

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	72	574	14

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

610.572.350 Purchasing Agent 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	28	*30	315	78.5	84.0	84.8	90.0	89.8	97.8	98.1	106.1	94.3	101.2	102.9	109.8
Fully Integrated	4	*4	231	--	85.1	85.9	--	--	99.9	100.6	--	--	103.2	104.6	--
Exploration & Production	25	26	84	75.0	81.6	81.7	85.4	82.0	88.8	91.3	99.3	91.0	97.8	98.4	102.4
Services and Drilling	15	16	51	61.9	69.5	70.6	79.0	62.8	71.5	72.6	81.0	62.8	72.0	73.4	81.6
Services and Equipment	13	14	45	62.8	69.6	72.0	81.3	64.7	71.5	73.4	81.3	64.9	72.0	74.3	82.5
Drilling	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	11	*15	100	71.7	89.7	84.1	94.9	76.6	89.9	84.9	94.9	76.6	89.9	85.0	94.9
Public Sector (Regulatory Agencies, Government)	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	*8	56	74.5	76.3	77.5	80.1	83.1	85.6	86.7	89.3	88.0	91.1	92.7	95.9
Upgrading	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	4	*5	22	64.5	82.8	77.5	86.9	64.5	88.8	82.5	94.9	64.5	88.8	82.5	94.9
Engineering, Procurement & Construction	4	*4	11	--	81.6	76.1	--	--	97.3	86.6	--	--	97.7	86.9	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	6	21	73.0	81.6	80.3	84.5	80.5	84.7	85.7	89.5	80.5	85.2	85.9	90.0
Incumbent Location***															
British Columbia	5	*5	14	60.8	75.6	71.9	83.9	63.8	80.5	77.5	90.1	64.3	84.6	79.1	93.9
All Alberta	59	*69	431	76.7	82.3	82.4	89.1	84.7	94.1	93.3	102.5	89.1	96.6	97.3	106.7
Calgary	43	*46	253	76.5	81.8	82.4	88.7	85.5	93.3	93.7	102.6	90.5	97.5	98.3	106.6
Edmonton	13	16	36	68.2	81.3	77.3	86.3	71.9	84.0	82.2	91.6	72.3	84.0	83.1	91.9
Fort McMurray	6	*6	88	78.7	83.5	84.7	90.4	91.8	98.1	99.5	107.4	94.2	101.4	104.0	112.4
Other Alberta	25	27	54	74.8	85.5	82.2	90.0	79.5	90.0	88.5	99.2	83.0	90.0	91.2	100.4
Manitoba/Saskatchewan	10	10	41	68.5	72.7	77.4	83.9	68.5	79.2	80.9	84.2	68.5	79.2	81.2	84.5
Eastern Canada	12	*13	84	77.2	89.7	85.0	94.9	87.4	94.9	89.1	94.9	88.7	94.9	90.6	94.9
Atlantic Canada	6	*7	13	52.0	55.8	66.5	82.6	54.6	57.6	70.0	91.6	54.8	57.6	73.8	100.3
Ontario	5	*5	63	82.8	94.9	88.9	94.9	89.7	94.9	91.9	94.9	89.7	94.9	92.7	94.9
Québec	3	*3	8	--	--	84.7	--	--	--	97.9	--	--	--	100.9	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.350 Purchasing Agent 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	65	*76	550	2.1	76.0	82.6	82.3	89.9	83.8	93.3	91.7	100.4	87.9	94.9	95.2	104.3
Under \$100 Million	4	*5	16	0.0	62.7	69.0	72.9	81.8	64.2	69.0	73.5	82.0	64.2	69.0	73.5	82.0
\$100 < \$500 Million	10	*10	18	0.3	62.8	73.1	73.5	82.1	66.3	81.3	78.7	87.7	66.8	81.6	80.9	92.4
\$500 < \$1 Billion	8	8	14	0.8	72.3	79.5	79.3	87.5	74.6	85.6	83.0	89.2	75.6	85.6	85.2	92.2
\$1 < \$3 Billion	26	29	110	2.1	68.5	76.9	75.7	84.9	69.7	82.3	80.8	91.7	69.7	85.8	83.9	96.9
\$3 < \$5 Billion	4	*4	48	--	--	94.9	92.1	--	--	94.9	92.8	--	--	94.9	93.4	--
\$5 Billion and Over	14	*20	344	17.5	77.8	82.8	84.0	89.1	88.6	96.6	97.0	104.7	91.7	98.6	101.2	109.2
Barrel of Oil Equivalent/Day																
All	29	*31	321	88,000	77.9	83.5	83.8	89.7	88.6	97.0	96.6	105.2	92.6	100.2	101.2	109.6
Under 10,000	3	*3	12	--	--	--	69.6	--	--	--	75.2	--	--	--	76.3	--
Under 5,000	2	*2	11	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	14	14	34	61,676	77.0	81.5	82.4	88.7	82.2	90.0	91.4	98.3	92.3	99.1	100.7	107.5
10,000 < 25,000	4	4	4	--	--	77.5	77.8	--	--	83.0	83.7	--	--	84.2	90.9	--
25,000 < 100,000	10	10	30	70,793	77.7	81.9	83.0	89.5	83.2	93.5	92.4	99.9	93.8	99.5	102.0	107.5
100,000 and Over	13	*14	275	284,000	78.2	84.0	84.6	90.0	90.3	97.9	98.1	106.3	93.9	101.2	102.4	109.7
100,000 < 300,000	8	*8	48	132,506	76.6	84.2	83.1	88.7	85.6	92.3	92.7	101.1	87.8	96.8	95.1	101.5
300,000 and Over	5	*6	227	478,500	78.5	84.0	84.9	91.3	91.7	98.8	99.3	107.7	95.2	102.4	103.9	110.9
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	11	11	15	194	73.9	81.7	78.7	84.0	81.0	84.0	83.7	93.8	81.5	90.4	87.0	95.3
350 < 1,500	21	22	71	716	72.5	78.0	79.2	85.3	79.2	85.2	86.4	97.7	83.3	94.3	92.9	101.3
1,500 and Over	35	*43	475	3,228	76.2	82.8	82.8	90.0	84.7	94.7	92.6	101.1	88.4	94.9	95.4	104.7

*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.

610.572.360 Purchasing Agent A**Specialization: All Incumbents**

Receives training in various phases of purchasing including expediting, processing invoices and purchase orders, maintaining control records, purchasing of routine and standard items, and obtaining quotations and bids for sale of company equipment. Works under immediate supervision from more senior Purchasing Agents. Usual qualifications include a university degree with limited or no related purchasing experience; high school diploma with a minimum of 5 years' related experience.

Incumbents in the same position:

156

(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)	63	76	285	48.1	56.4	65.0	64.4	72.1	78.7
Base Salary – Org Weighted (All)	63	76	N/A	50.2	58.2	64.6	64.3	71.5	77.5
STI Granted (\$ Amount) Recvg	43	52	202	1.8	3.4	7.3	7.6	12.2	13.7
STI Granted (% of Base) Recvg	43	52	202	3.4	5.2	10.7	11.1	16.9	18.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	*4	5	--	--	0.6	0.8	--	--
Total Cash Comp – Inc Weighted (All)	63	76	285	48.5	57.5	70.2	69.8	82.3	88.9
Total Cash Comp – Org Weighted (All)	63	76	N/A	50.6	60.4	69.2	68.4	77.1	83.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	10	14	29	1.3	1.3	3.0	3.0	4.0	5.0
STI Target (% of Base) Eligible	41	50	184	5.0	9.4	10.0	10.8	15.0	15.0
STI Maximum (% of Base) Eligible	27	35	147	9.0	13.5	20.0	21.6	33.0	33.0
Target Total Cash Compensation	54	65	233	51.4	61.5	74.3	71.9	82.4	87.4

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	19	23	66	0.3	0.3	0.4	0.5	0.5	1.0
Total LTI (\$ Amount) – Recvg	18	19	84	3.5	4.0	4.9	5.4	6.2	7.6
Target Total Direct Comp (\$ Amount) – Recvg	15	*16	72	66.4	74.8	84.8	83.9	91.1	96.1
Target Total Direct Comp (\$ Amount) – All	54	65	233	51.6	63.2	76.2	73.7	85.2	91.5
Total Direct Comp (\$ Amount) – Recvg	18	19	84	60.8	71.3	82.0	81.7	93.4	98.1
Total Direct Comp (\$ Amount) – All	63	76	285	48.6	58.8	72.3	71.5	83.6	93.6

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	13	13	48	1.2	8.4	9.6	10.3	12.4	19.6
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Year over Year % Increase (Mean):

3.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	52	236	83
Other Guaranteed Cash	16	55	19
Other Non-Guaranteed Cash	14	93	33
LTI	24	144	51
Overtime	32	164	58

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	35	174	60.0
Midpoint	35	177	72.0
Maximum	35	174	86.4
Compa-ratio	35	177	96.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	12	20	2006
Year of Birth	59	275	1981

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	60	278	20

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

2015

CA MTCS for the Energy Sector

Scope Analysis

610.572.360 Purchasing Agent 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	20	*21	104	68.2	71.3	71.4	75.6	77.1	82.6	81.1	87.1	79.4	83.9	84.2	91.7
Fully Integrated	4	*4	64	--	71.4	71.5	--	--	83.5	82.9	--	--	84.8	85.5	--
Exploration & Production	17	17	40	62.0	70.3	71.3	80.3	69.5	78.1	78.2	85.7	75.7	82.6	82.0	88.3
Services and Drilling	15	17	80	47.2	55.0	55.0	60.0	48.2	55.6	56.2	62.4	48.6	56.9	57.1	63.3
Services and Equipment	13	*15	71	47.0	55.0	54.8	60.0	47.9	55.0	55.9	62.4	48.0	56.4	57.0	63.4
Drilling	2	*2	9	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	11	28	61.9	73.5	72.4	85.1	65.1	74.6	76.9	87.5	65.3	74.6	77.1	87.9
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	10	12	28	59.2	63.0	64.6	68.4	62.8	69.4	69.9	76.1	66.6	74.6	72.9	78.4
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	5	*5	22	50.0	58.1	59.4	67.9	51.1	59.5	62.9	71.2	51.2	59.5	63.0	71.2
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	6	*6	16	59.4	62.7	63.2	71.1	59.4	71.0	68.2	77.0	59.4	71.0	68.3	77.5
Incumbent Location***															
British Columbia	4	*4	5	--	69.2	63.2	--	--	76.0	66.5	--	--	76.0	67.5	--
All Alberta	50	59	237	56.1	65.5	64.6	72.8	57.1	71.6	70.5	83.1	58.2	74.4	72.3	84.8
Calgary	33	*34	107	62.0	68.8	66.2	72.3	68.0	77.8	74.5	84.7	71.7	80.2	77.1	88.7
Edmonton	11	16	35	56.8	60.9	64.2	73.7	57.1	63.0	65.5	73.7	57.1	63.0	65.7	73.7
Fort McMurray	5	*5	29	68.0	72.8	72.3	78.8	73.4	83.8	81.3	89.3	77.5	84.6	83.7	92.0
Other Alberta	16	*18	66	48.0	56.1	58.7	65.0	50.6	58.1	61.9	68.5	51.7	60.0	63.2	70.1
Manitoba/Saskatchewan	11	11	24	59.4	61.9	63.3	69.4	59.4	66.5	66.7	73.7	59.4	66.9	67.4	74.4
Eastern Canada	5	*6	11	48.0	58.4	61.6	76.2	48.0	65.3	65.4	76.2	48.0	65.3	65.4	76.2
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	5	*5	10	47.5	58.0	59.5	69.9	47.5	64.1	63.6	75.6	47.5	64.1	63.6	75.6
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

610.572.360 Purchasing Agent 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	57	69	266	1.9	56.7	65.5	64.8	72.7	57.9	71.4	70.5	82.8	59.0	74.3	72.3	84.1
Under \$100 Million	4	6	19	0.0	55.0	63.0	62.6	67.3	55.0	63.0	63.5	70.2	55.0	63.0	63.5	70.2
\$100 < \$500 Million	11	*11	25	0.2	54.6	62.0	61.9	69.8	55.5	65.0	65.3	77.4	55.6	65.0	66.0	77.4
\$500 < \$1 Billion	8	9	24	0.7	44.2	59.2	60.9	75.4	44.2	59.3	63.9	83.7	44.2	59.3	64.0	84.3
\$1 < \$3 Billion	18	*22	74	2.1	49.1	56.2	58.2	64.6	50.7	57.8	61.0	71.0	51.9	60.3	62.7	74.5
\$3 < \$5 Billion	4	*4	9	--	--	60.0	61.6	--	--	67.0	66.0	--	--	67.0	69.5	--
\$5 Billion and Over	12	*17	115	13.1	67.8	70.5	71.0	75.6	73.9	82.3	80.6	87.4	77.0	83.1	83.3	91.4
Barrel of Oil Equivalent/Day																
All	21	*22	108	103,000	68.0	70.6	70.9	75.4	73.9	82.3	80.2	86.6	78.1	83.6	83.3	91.0
Under 10,000	3	3	3	--	--	--	56.4	--	--	--	61.0	--	--	--	63.2	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	9	9	13	70,400	64.8	70.1	70.7	76.2	69.5	77.6	75.4	81.2	75.4	81.8	79.6	84.2
10,000 < 25,000	3	3	3	--	--	--	70.4	--	--	--	74.5	--	--	--	77.9	--
25,000 < 100,000	6	*6	10	75,429	64.9	70.4	70.8	76.1	70.2	75.6	75.7	83.5	75.9	81.4	80.1	84.5
100,000 and Over	10	*10	92	271,000	68.2	71.3	71.4	75.4	77.8	82.9	81.5	87.4	79.4	84.3	84.5	92.3
100,000 < 300,000	6	*6	32	188,702	62.4	70.3	71.3	80.3	69.1	77.4	77.3	83.7	70.7	79.3	80.2	88.3
300,000 and Over	4	*4	60	--	--	71.5	71.4	--	--	84.3	83.7	--	--	87.0	86.7	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	8	*8	11	137	62.0	65.0	70.3	71.3	62.4	68.0	73.1	77.9	67.1	71.7	77.2	83.4
350 < 1,500	20	21	55	931	52.0	60.0	61.4	68.6	55.0	65.0	65.5	73.7	55.0	66.1	67.2	79.0
1,500 and Over	31	39	196	3,666	56.8	68.2	65.4	73.4	58.8	74.4	71.9	84.1	60.0	76.7	73.7	86.3

*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

610.592.220 Materials Manager

Specialization: All Incumbents

Responsible, through subordinate supervisors of shipping and receiving, for the control preparation of incoming and outgoing goods and materials. May or may not have purchasing/buying responsibilities.

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)	14	16	26	82.0	98.9	122.2	123.5	147.3	160.4
Base Salary – Org Weighted (All)	14	16	N/A	84.7	103.9	124.7	127.8	145.1	175.8
STI Granted (\$ Amount) Recvg	9	9	14	10.8	13.7	35.4	39.3	57.6	82.4
STI Granted (% of Base) Recvg	9	9	14	9.4	12.8	28.9	29.3	49.1	52.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	14	16	26	85.0	100.9	139.0	146.1	175.0	218.2
Total Cash Comp – Org Weighted (All)	14	16	N/A	92.7	117.8	131.8	149.7	182.4	239.3

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	2	*2	3	--	--	--	--	--	--
STI Target (% of Base) Eligible	10	10	14	11.5	18.8	20.0	28.1	50.0	50.0
STI Maximum (% of Base) Eligible	6	6	7	--	26.0	36.0	39.0	40.0	--
Target Total Cash Compensation	12	12	18	83.7	109.4	160.0	154.6	195.1	226.7

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	8	8	9	--	2.5	5.2	8.3	13.2	--
Total LTI (\$ Amount) – Recvg	3	*3	6	--	--	--	31.5	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	6	--	--	--	210.3	--	--
Target Total Direct Comp (\$ Amount) – All	12	12	18	83.7	111.9	172.3	169.3	208.0	271.5
Total Direct Comp (\$ Amount) – Recvg	3	*3	6	--	--	--	214.5	--	--
Total Direct Comp (\$ Amount) – All	14	16	26	85.0	109.2	147.9	156.2	197.0	256.1

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	3	3	--	--	--	11.0	--	--
---	---	---	---	----	----	----	------	----	----

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

Year over Year % Increase (Mean):

4.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	12	22	85
Other Guaranteed Cash	7	7	27
Other Non-Guaranteed Cash	6	6	23
LTI	6	12	46
Overtime	1	2	8

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	6	7	110.3
Midpoint	6	7	134.6
Maximum	6	7	156.0
Compa-ratio	6	7	100.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	14	26	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	14	26	15

2015

CA MTCS for the Energy Sector

Scope Analysis

610.592.220 Materials Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	5	7	14	113.9	122.2	125.3	140.0	116.2	139.0	147.7	174.1	116.2	145.6	158.8	197.0
Services and Equipment	4	6	13	113.1	127.4	125.9	141.7	121.3	139.6	150.1	175.0	121.3	152.8	162.1	197.9
Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	3	3	--	--	120.9	--	--	--	129.5	--	--	--	131.2	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	13	15	24	100.6	122.2	124.9	149.1	104.5	142.0	148.9	176.1	112.8	151.0	159.8	198.7
Calgary	7	7	8	119.8	134.2	133.7	152.2	127.8	141.4	160.5	201.2	131.5	161.5	180.7	239.5
Edmonton	4	*5	7	85.0	114.7	112.2	146.4	85.0	114.7	114.0	146.4	85.0	114.7	116.3	152.8
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	5	*5	8	100.6	114.1	116.5	141.8	100.6	170.8	149.2	176.1	103.4	182.9	159.2	198.7
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

610.592.220 Materials 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	12	14	24	1.8	96.0	116.9	121.0	143.3	100.6	133.8	143.2	174.2	103.4	142.5	154.1	195.0
Under \$100 Million	1	3	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	*3	6	--	--	--	105.0	--	--	--	117.1	--	--	--	125.2	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	*4	8	--	--	116.9	119.9	--	--	170.8	160.7	--	--	193.7	180.1	--
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
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	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	5	5	6	--	89.6	123.3	118.8	147.3	108.8	135.9	132.4	153.4	108.8	147.9	141.4	175.0
1,500 and Over	6	6	12	3,950	86.3	114.1	117.8	140.6	89.5	154.0	152.2	195.6	89.5	172.1	165.6	211.2

*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

610.592.221 Materials Manager - Area

Specialization: All Incumbents

Typically is responsible for all material movement, inventory, stockages of expendables, and for the assistance in planning for major material acquisitions. May be responsible for purchasing/buying for the area only. Responsible for traffic, transportation, and material movement in and out of district or area operations.

Incumbents in the same position:

25

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	11	14	34	78.8	95.1	109.3	112.3	126.9	143.4
Base Salary – Org Weighted (All)	11	14	N/A	88.3	102.4	112.8	119.4	130.1	167.5
STI Granted (\$ Amount) Recvg	8	10	22	1.8	5.6	10.9	18.6	42.0	46.6
STI Granted (% of Base) Recvg	8	10	22	2.4	5.1	9.7	14.3	24.9	34.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	3	3	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	14	34	80.8	98.7	117.9	124.8	134.8	191.0
Total Cash Comp – Org Weighted (All)	11	14	N/A	92.0	115.2	120.5	136.0	159.9	214.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	2	*2	7	--	--	--	--	--	--
STI Target (% of Base) Eligible	9	12	25	8.0	8.0	10.0	14.2	20.0	22.0
STI Maximum (% of Base) Eligible	7	10	19	10.0	10.0	20.3	33.7	60.0	60.0
Target Total Cash Compensation	10	13	32	82.4	98.2	120.1	126.8	144.0	192.6

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	5	*6	11	0.3	0.4	0.4	1.9	5.2	6.1
Total LTI (\$ Amount) – Recvg	4	5	6	--	13.4	33.6	38.0	53.9	--
Target Total Direct Comp (\$ Amount) – Recvg	4	5	6	--	135.5	178.3	193.4	237.4	--
Target Total Direct Comp (\$ Amount) – All	10	13	32	82.4	98.2	128.6	134.6	150.2	206.0
Total Direct Comp (\$ Amount) – Recvg	4	5	6	--	132.5	187.2	199.4	253.8	--
Total Direct Comp (\$ Amount) – All	11	14	34	80.8	98.7	121.7	132.2	142.4	220.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	6	--	--	--	19.3	--	--
---	---	----	---	----	----	----	------	----	----

Year over Year % Increase (Mean):

3.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	10	27	79
Other Guaranteed Cash	4	14	41
Other Non-Guaranteed Cash	3	8	24
LTI	4	9	26
Overtime	3	5	15

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	7	15	105.7
Midpoint	7	16	125.4
Maximum	7	15	151.6
Compa-ratio	7	16	101.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	11	34	1971

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	33	12

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

2015

CA MTCS for the Energy Sector

Scope Analysis

610.592.221 Materials Manager - Area

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	5	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	4	*4	12	--	88.9	96.4	--	--	91.6	98.6	--	--	91.6	99.8	--
Services and Equipment	3	*3	5	--	--	119.7	--	--	--	122.4	--	--	--	125.1	--
Drilling	1	*1	7	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	*4	12	--	109.5	111.1	--	--	113.7	115.8	--	--	116.3	117.3	--
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	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	9	12	25	92.7	110.6	111.8	128.0	96.9	119.3	125.6	145.1	96.9	123.3	131.1	150.0
Calgary	4	4	4	--	108.4	106.9	--	--	119.6	127.0	--	--	139.8	147.3	--
Edmonton	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	8	9	15	87.7	107.3	107.1	126.4	93.1	119.3	118.4	130.8	93.1	120.1	119.5	133.2
Manitoba/Saskatchewan	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
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

610.592.221 Materials Manager - Area

					Base Salary				Total Cash Compensation				Total Direct Compensation			
Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	11	13	32	1 3	97.7	109.3	113.1	127.2	101.9	119.7	126.2	138.3	101.9	125.3	134.0	147.1
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	4	*4	13	--	--	113.7	115.2	--	--	121.4	118.2	--	--	127.4	121.6	--
\$3 < \$5 Billion	1	*1	7	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*3	6	--	--	--	--	--	--	--	--	--	--	--	--	--
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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	6	*8	18	998	84.3	98.7	97.3	111.2	84.9	103.1	103.4	120.8	84.9	103.1	106.5	128.1
1,500 and Over	5	*6	16	3,204	109.9	126.6	129.2	139.5	112.8	132.0	148.9	186.7	116.6	132.0	161.0	210.7

*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.

780.902.350 Occupational Therapist**Specialization:** All Incumbents

Provides functional assessment and treatment and client centred case management. Areas of treatment include orthopedics, acute, stroke, post-op hands, lower extremity therapy, splinting, mental health, and cognitive assessments. May consult with community agencies in developing therapy programs and providing ongoing care. Qualifications include a degree in occupational therapy and registration as a professional occupational therapist.

Incumbents in the same position:

4

Year over Year % Increase (Mean):

--%

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

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	3	*3	5	--	--	--	72.7	--	--
Base Salary – Org Weighted (All)	3	*3	N/A	--	--	--	80.2	--	--
STI Granted (\$ Amount) Recvg	2	*2	4	--	--	--	--	--	--
STI Granted (% of Base) Recvg	2	*2	4	--	--	--	--	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	3	*3	5	--	--	--	77.9	--	--
Total Cash Comp – Org Weighted (All)	3	*3	N/A	--	--	--	85.7	--	--

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	3	5	100
Other Guaranteed Cash	2	2	40
Other Non-Guaranteed Cash	1	1	20
LTI	2	2	40
Overtime	0	0	0

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	3	--	--	--	--	--	--
STI Target (% of Base) Eligible	3	*3	5	--	--	--	9.6	--	--
STI Maximum (% of Base) Eligible	3	*3	5	--	--	--	19.2	--	--
Target Total Cash Compensation	3	*3	5	--	--	--	80.0	--	--

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

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	2	*2	3	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	3	*3	5	--	--	--	81.2	--	--
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	3	*3	5	--	--	--	79.1	--	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	*3	5	--

Total Other Guaranteed Cash

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

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	5	40

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

2015

CA MTCS for the Energy Sector

Scope Analysis

780.902.350 Occupational Therapist

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	3	*3	5	--	--	--	72.7	--	--	--	77.9	--	--	--	79.1	--
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
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	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	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	2	*2	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

800.928.220 Facilities Manager

Specialization: All Incumbents

Responsible for recommending, planning, and executing site space-plan changes. Oversees and plans annual facility spending for office services, building and grounds maintenance, and facility expansion or improvement projects. Plans, organizes, schedules, and directs the design, maintenance, construction, renovation, and repair of organization facilities. Develops plans and programs that meet present and anticipated space and facility requirements. Monitors and inspects all buildings and equipment to ensure that utility systems are fully operational and that preventive maintenance schedules are being followed. Prepares cost estimates for building renovations or space allocations. Evaluates completed work and checks for conformance to specifications. May direct the safety and/or security functions of the facilities.

Incumbents in the same position:	47										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)	36	41	64	101.2	109.3	135.2	143.7	174.3	206.3		STI	31	52	81
Base Salary – Org Weighted (All)	36	41	N/A	102.9	112.5	134.5	144.9	178.7	210.8		Other Guaranteed Cash	13	19	30
STI Granted (\$ Amount) Recvg	25	29	43	12.0	17.0	28.4	39.1	53.1	90.7		Other Non-Guaranteed Cash	11	21	33
STI Granted (% of Base) Recvg	25	29	43	11.7	14.1	20.0	24.0	30.8	48.1		LTI	18	28	44
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	*4	8	--	--	4.5	5.3	--	--		Overtime	2	11	17
Total Cash Comp – Inc Weighted (All)	36	41	64	104.8	119.4	148.0	170.7	206.9	278.3					
Total Cash Comp – Org Weighted (All)	36	41	N/A	104.5	122.9	150.0	175.0	214.9	283.9					
Target Annual Cash Compensation											Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	11	12	14	4.4	5.0	7.5	9.2	10.5	20.5		Minimum	24	49	107.9
STI Target (% of Base) Eligible	27	32	48	10.0	10.5	20.0	19.3	25.0	30.0		Midpoint	24	49	130.1
STI Maximum (% of Base) Eligible	20	25	38	15.0	20.0	37.5	38.5	50.0	90.0		Maximum	24	49	156.0
Target Total Cash Compensation	32	37	60	110.2	119.6	146.7	165.1	204.2	257.4		Compa-ratio	24	49	101.5
Estimated Total Direct Compensation											Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	20	24	42	0.3	0.3	2.3	5.7	5.3	21.1		Graduation Year	7	8	1995
Total LTI (\$ Amount) – Recvg	15	18	24	15.0	33.5	74.0	88.5	98.4	183.0		Year of Birth	36	64	1969
Target Total Direct Comp (\$ Amount) – Recvg	11	14	20	175.3	201.3	299.7	299.1	352.0	457.4					
Target Total Direct Comp (\$ Amount) – All	32	37	60	110.8	119.9	154.4	193.3	245.7	348.1					
Total Direct Comp (\$ Amount) – Recvg	15	18	24	178.3	223.6	313.3	330.1	416.2	495.3					
Total Direct Comp (\$ Amount) – All	36	41	64	105.0	121.1	152.4	207.6	270.3	405.0					
Total Other Guaranteed Cash												Dist. Orgs	Num Obs	% of Obs
Total Other Guaranteed Cash (\$ Amount) Recvg	8	*8	13	2.2	11.0	16.5	17.1	19.5	38.8		Hired since 2014	34	62	11

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

2015

CA MTCS for the Energy Sector

Scope Analysis

800.928.220 Facilities 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	10	14	188.4	199.1	198.5	215.3	222.5	276.3	266.5	308.5	285.4	380.6	389.4	475.0
Fully Integrated	3	*3	7	--	--	189.8	--	--	--	245.9	--	--	--	310.1	--
Exploration & Production	7	7	7	192.6	206.1	207.2	225.0	232.6	285.9	287.1	333.7	375.6	473.2	468.6	510.3
Services and Drilling	8	8	12	107.6	115.0	119.7	136.1	112.0	134.4	132.2	155.9	115.4	135.9	139.5	158.5
Services and Equipment	8	8	12	107.6	115.0	119.7	136.1	112.0	134.4	132.2	155.9	115.4	135.9	139.5	158.5
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	13	15	21	102.9	113.5	116.3	123.4	113.8	120.5	130.5	144.6	114.7	123.2	133.7	144.6
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	28	32	43	117.7	136.8	151.1	190.2	128.9	164.5	184.2	228.2	128.9	164.7	230.4	360.1
Calgary	16	18	18	122.7	154.6	162.0	211.6	144.4	189.3	209.7	290.2	144.5	202.6	259.9	386.1
Edmonton	7	9	10	111.0	130.5	136.4	154.2	120.4	131.2	151.4	175.6	122.5	131.4	163.8	181.9
Fort McMurray	4	*4	8	--	152.0	147.3	--	--	152.0	174.9	--	--	152.3	219.2	--
Other Alberta	5	*5	7	115.0	134.5	148.7	192.6	133.0	162.5	176.2	232.6	133.0	162.8	262.5	480.3
Manitoba/Saskatchewan	3	3	3	--	--	132.9	--	--	--	142.3	--	--	--	169.8	--
Eastern Canada	8	*8	14	100.3	112.3	123.3	153.3	112.3	124.7	139.5	192.3	113.1	125.1	147.6	204.7
Atlantic Canada	3	*3	4	--	--	124.6	--	--	--	127.6	--	--	--	131.1	--
Ontario	4	*4	9	--	109.0	117.2	--	--	119.2	139.0	--	--	119.2	142.3	--
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

800.928.220 Facilities 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	34	38	56	1.9	109.9	136.0	146.5	188.4	120.8	160.5	176.8	226.0	124.0	163.7	218.9	285.4
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	165.5	--	--	--	210.9	--	--	--	251.7	--
\$500 < \$1 Billion	7	*7	11	0.6	121.1	157.2	155.9	192.6	132.0	175.6	173.5	221.9	133.3	192.0	239.2	304.3
\$1 < \$3 Billion	13	14	19	2.1	103.0	115.0	123.5	136.1	115.0	133.0	145.9	162.5	119.2	135.7	172.3	162.8
\$3 < \$5 Billion	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	10	15	28.0	159.1	190.2	184.2	203.5	201.0	227.4	241.2	280.1	208.4	285.6	307.4	378.8
Barrel of Oil Equivalent/Day																
All	10	10	12	--	167.3	195.4	189.9	210.5	201.6	230.0	241.8	283.4	224.7	366.2	362.3	478.5
Under 10,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	4	4	--	--	209.1	208.9	--	--	289.6	290.7	--	--	495.3	524.0	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	3	3	--	--	--	214.4	--	--	--	310.0	--	--	--	487.9	--
100,000 and Over	4	*4	5	--	--	194.6	195.3	--	--	227.4	229.0	--	--	285.6	304.3	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*3	4	--	--	--	195.5	--	--	--	214.8	--	--	--	287.3	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	5	5	5	--	124.8	192.6	175.8	218.5	139.8	232.6	233.2	327.0	155.0	473.2	385.2	571.3
350 < 1,500	11	11	18	832	107.4	122.4	137.7	160.9	117.2	135.8	154.9	180.5	118.0	136.6	184.3	245.2
1,500 and Over	19	23	34	3,610	108.3	143.0	146.0	184.7	124.8	171.4	179.3	227.4	125.2	188.0	210.8	284.9

*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

800.928.230 Facilities Supervisor

Specialization: All Incumbents

Assists in recommending, planning, and executing site space-plan changes. Oversees and plans annual facility spending for office services, building and grounds maintenance, and facility expansion or improvement projects. Plans, organizes, schedules, and directs the design, maintenance, construction, renovation, and repair of organization facilities. Develops plans and programs that meet present and anticipated space and facility requirements. Monitors and inspects all buildings and equipment to ensure that utility systems are fully operational and that preventive maintenance schedules are being followed. Prepares cost estimates for building renovations or space allocations. Evaluates completed work and checks for conformance to specifications. May report to the Facilities Manager.

Incumbents in the same position:

16

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	11	11	22	69.2	86.6	94.3	105.5	121.8	166.4
Base Salary – Org Weighted (All)	11	11	N/A	62.7	84.0	97.0	103.9	135.4	170.3
STI Granted (\$ Amount) Recvg	7	*7	12	4.9	10.0	13.8	16.9	20.7	43.8
STI Granted (% of Base) Recvg	7	*7	12	5.2	13.1	15.7	15.6	19.4	26.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	11	22	76.1	89.8	104.2	114.9	128.0	177.2
Total Cash Comp – Org Weighted (All)	11	11	N/A	64.5	84.0	105.8	116.9	144.0	215.4

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*4	10	--	--	5.0	4.8	--	--
STI Target (% of Base) Eligible	7	*7	13	8.0	9.0	10.0	11.5	14.0	18.8
STI Maximum (% of Base) Eligible	6	*6	12	10.0	12.5	20.0	19.8	23.5	31.4
Target Total Cash Compensation	11	11	22	74.2	89.8	101.8	112.9	129.3	175.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	3	3	3	--	--	--	1.6	--	--
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	26.5	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	11	11	22	74.5	90.3	101.8	116.7	129.3	207.1
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	219.1	--	--
Total Direct Comp (\$ Amount) – All	11	11	22	76.5	91.5	104.2	118.7	128.0	209.0

Total Other Guaranteed Cash

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

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

Year over Year % Increase (Mean):

2.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	7	13	59
Other Guaranteed Cash	3	5	23
Other Non-Guaranteed Cash	4	6	27
LTI	3	3	14
Overtime	3	7	32

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	7	12	89.8
Midpoint	7	12	112.3
Maximum	7	12	134.7
Compa-ratio	7	12	93.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	3	3	--
Year of Birth	11	22	1964

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	22	9

2015

CA MTCS for the Energy Sector

Scope Analysis

800.928.230 Facilities 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	3	*3	6	--	--	148.1	--	--	--	161.8	--	--	--	175.3	--
Fully Integrated	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	*6	14	86.6	90.4	93.3	97.2	89.8	100.1	101.6	112.0	91.5	100.1	101.7	112.0
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	7	7	9	86.9	97.0	108.4	138.8	86.9	110.2	121.4	154.8	87.2	110.2	126.3	161.4
Calgary	3	3	3	--	--	110.1	--	--	--	132.2	--	--	--	136.6	--
Edmonton	3	3	3	--	--	98.0	--	--	--	98.0	--	--	--	98.9	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	3	*3	5	--	--	90.7	--	--	--	94.5	--	--	--	94.6	--
Eastern Canada	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

800.928.230 Facilities 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	10	10	21	2.1	88.2	94.4	107.5	126.4	92.4	105.2	116.9	131.0	93.5	105.2	120.9	131.0
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	5	*5	11	2.1	87.3	94.2	102.0	107.9	99.1	103.2	115.1	117.3	99.1	103.2	117.7	117.3
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	3	*3	6	--	--	--	148.1	--	--	--	161.8	--	--	--	175.3	--
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	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	4	4	4	--	--	90.9	105.3	--	--	97.1	121.0	--	--	97.1	128.0	--
1,500 and Over	6	6	17	2,952	89.3	94.4	108.0	126.4	97.0	105.2	115.9	131.0	97.0	105.2	119.2	131.0

*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

2015

CA MTCS for the Energy Sector

922.152.130 Top Projects Executive

Specialization: All Incumbents

Responsible for the management, coordination and completion of large-scale projects. Provides leadership for the company's largest projects. Monitors and guides contractors, staff and stakeholders through the entire process of planning, construction, start-up and operation. Has strong knowledge of construction systems, scheduling, costs and contracts. Responsible for overall project budget and cost control. Typically reports to the Chief Executive Officer, Top Group Executive, Top Business Unit/Division Executive, or Top Operations Executive

Incumbents in the same position:	20									Year over Year % Increase (Mean):			2.4%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	20	22	29	226.0	262.1	288.1	285.5	313.8	324.3	STI	20	29	100
Base Salary – Org Weighted (All)	20	22	N/A	206.0	264.7	287.5	284.9	312.9	334.6	Other Guaranteed Cash	8	11	38
STI Granted (\$ Amount) Recvg	19	20	26	41.2	90.7	127.3	121.0	156.8	189.6	Other Non-Guaranteed Cash	4	4	14
STI Granted (% of Base) Recvg	19	20	26	21.8	31.5	44.4	41.2	50.4	59.5	LTI	16	25	86
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	20	22	29	252.3	330.7	396.6	400.5	469.7	554.1				
Total Cash Comp – Org Weighted (All)	20	22	N/A	253.0	307.4	397.5	398.4	465.6	584.8				
Target Annual Cash Compensation										Salary Range	Dist. Orgs	Num Obs	Median
STI Threshold (% of Base) Eligible	3	*3	4	--	--	--	14.1	--	--	Minimum	9	16	236.0
STI Target (% of Base) Eligible	20	22	29	30.0	30.0	35.0	34.5	39.0	40.0	Midpoint	10	17	288.6
STI Maximum (% of Base) Eligible	14	16	22	45.0	55.3	70.0	66.0	74.5	88.0	Maximum	9	16	354.0
Target Total Cash Compensation	20	22	29	293.8	356.1	378.0	391.9	430.1	493.0	Compa-ratio	10	17	100.1
Estimated Total Direct Compensation										Demographics	Dist. Orgs	Num Obs	Median
Total Perquisite Value (\$ Amount)	17	18	25	1.8	5.9	10.0	12.6	21.4	25.0	Graduation Year	4	4	1980
Total LTI (\$ Amount) – Recvg	16	18	25	73.9	120.6	233.6	314.5	473.3	675.8	Year of Birth	20	29	1963
Target Total Direct Comp (\$ Amount) – Recvg	16	18	25	427.4	496.2	661.1	734.9	923.1	1,135.8				
Target Total Direct Comp (\$ Amount) – All	20	22	29	335.5	448.0	640.0	673.9	868.8	1,083.7	Dist. Orgs	Num Obs	% of Obs	
Total Direct Comp (\$ Amount) – Recvg	16	18	25	378.4	518.5	694.2	745.4	967.7	1,151.7	Hired since 2014	20	29	3
Total Direct Comp (\$ Amount) – All	20	22	29	325.7	395.1	640.8	682.5	910.6	1,083.2				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	4	--	--	--	--	--	--				

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

2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.130 Top Projects 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	9	10	14	259.5	290.9	288.0	311.4	383.6	415.4	416.9	468.5	606.9	746.1	767.7	913.9
Fully Integrated	4	*4	8	--	283.5	275.4	--	--	411.1	400.4	--	--	745.1	706.0	--
Exploration & Production	6	6	6	273.8	299.7	304.7	336.1	352.2	447.3	438.7	524.9	554.1	785.4	850.1	1,260.7
Services and Drilling	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*4	5	--	283.7	283.6	--	--	388.2	415.0	--	--	488.2	487.3	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	5	6	264.7	300.4	298.9	328.2	334.9	429.1	419.4	499.2	499.1	967.7	838.2	1,077.2
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--

Incumbent Location***

British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	17	19	25	264.2	289.8	290.2	316.5	368.0	408.0	415.9	476.2	497.4	694.2	729.2	967.7
Calgary	16	17	23	263.2	288.1	290.0	317.4	358.1	408.0	416.4	480.4	488.2	694.2	728.0	990.8
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.130 Top Projects Executive

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	20	22	29	2.6	262.1	288.1	285.5	313.8	330.7	396.6	400.5	469.7	395.1	640.8	682.5	910.6
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	8	8	9	--	257.6	283.7	284.7	310.4	316.6	358.1	369.3	431.6	347.4	404.7	548.6	667.5
\$3 < \$5 Billion	3	*3	4	--	--	--	298.5	--	--	--	409.3	--	--	--	658.7	--
\$5 Billion and Over	6	8	13	22.3	272.6	292.0	295.3	320.3	388.9	416.6	427.0	476.2	654.4	861.7	844.3	1,008.4
Barrel of Oil Equivalent/Day																
All	9	10	15	165,579	280.0	294.0	298.6	319.7	393.0	434.0	436.3	480.4	616.7	804.5	843.6	1,075.1
Under 10,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	4	4	--	--	310.4	311.1	--	--	480.6	453.4	--	--	974.4	903.4	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	4	4	--	--	310.4	311.1	--	--	480.6	453.4	--	--	974.4	903.4	--
100,000 and Over	4	5	9	--	270.5	289.8	287.8	302.0	388.9	414.3	418.9	450.7	613.5	798.0	764.7	869.1
100,000 < 300,000	3	*3	5	--	--	--	297.6	--	--	--	418.2	--	--	--	675.5	--
300,000 and Over	1	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	5	5	5	--	224.7	312.0	294.9	356.6	298.1	500.5	465.1	614.3	302.1	764.3	780.4	1,266.9
1,500 and Over	12	14	21	3,933	272.6	288.1	290.4	313.7	368.0	396.6	397.8	450.7	497.4	640.8	694.4	910.6

*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

CA MTCS for the Energy Sector

922.152.210 Project Management Director

Specialization: All Incumbents

Responsible for the planning and execution of organization projects. Plans, directs and coordinates the overall project management function to ensure that project objectives are met on time and on budget. Directs and coordinates staff activities. Monitors critical path schedules and deliverables. Typically holds an engineering degree or technical/trades certification plus fifteen or more years of experience in large-scale projects. Typically reports to a Top Projects Executive or Top Operations Executive.

Incumbents in the same position:

60

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	33	43	100	127.8	176.2	209.4	206.5	240.4	262.2
Base Salary – Org Weighted (All)	33	43	N/A	143.9	175.3	217.5	209.2	239.1	268.7
STI Granted (\$ Amount) Recvg	29	39	86	10.1	43.8	68.6	71.9	97.4	118.4
STI Granted (% of Base) Recvg	29	39	86	5.8	21.1	32.5	32.3	39.7	48.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	9	--	--	--	11.9	--	--
Total Cash Comp – Inc Weighted (All)	33	43	100	138.8	204.6	271.5	269.4	334.5	377.4
Total Cash Comp – Org Weighted (All)	33	43	N/A	159.9	208.4	282.9	279.2	343.6	386.5

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	*7	15	4.0	4.0	9.0	9.4	14.0	17.0
STI Target (% of Base) Eligible	28	37	81	9.0	20.0	25.0	26.2	30.0	35.0
STI Maximum (% of Base) Eligible	18	26	59	10.0	36.0	50.0	54.6	66.0	90.0
Target Total Cash Compensation	29	38	90	136.8	209.2	273.7	260.7	313.5	351.0

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	24	33	71	0.8	3.3	12.1	10.5	16.3	19.0
Total LTI (\$ Amount) – Recvg	21	28	62	38.3	61.5	99.1	123.1	139.4	270.9
Target Total Direct Comp (\$ Amount) – Recvg	19	25	59	294.9	342.9	402.5	429.0	511.7	623.9
Target Total Direct Comp (\$ Amount) – All	29	38	90	136.8	214.2	345.1	347.6	421.7	583.4
Total Direct Comp (\$ Amount) – Recvg	21	28	62	312.2	356.9	412.9	447.9	537.9	657.4
Total Direct Comp (\$ Amount) – All	33	43	100	138.8	212.4	353.5	353.1	439.5	603.8

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	*6	14	5.4	5.6	6.2	17.2	30.0	48.0
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

2.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	32	91	91
Other Guaranteed Cash	9	23	23
Other Non-Guaranteed Cash	9	23	23
LTI	23	70	70
Overtime	2	9	9

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	19	61	172.0
Midpoint	20	69	215.0
Maximum	19	61	262.8
Compa-ratio	20	69	104.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	7	16	1990
Year of Birth	32	99	1965

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	32	99	7

2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.210 Project Management 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	10	12	25	228.3	240.2	243.1	271.1	280.1	337.2	317.9	358.4	359.3	462.7	477.2	607.3
Fully Integrated	3	*3	14	--	--	237.8	--	--	--	312.8	--	--	--	495.9	--
Exploration & Production	8	9	11	216.5	250.0	250.0	275.0	282.9	340.0	324.2	357.4	335.2	457.0	453.4	552.9
Services and Drilling	6	8	11	161.5	193.8	189.8	212.2	193.8	218.5	272.3	389.0	219.0	237.2	318.1	525.3
Services and Equipment	5	6	9	168.3	193.8	189.8	210.1	203.0	218.5	272.2	321.3	220.4	237.2	309.5	398.7
Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	*8	17	137.0	176.0	176.7	200.8	164.5	201.5	206.3	236.6	164.9	203.6	218.6	243.4
Public Sector (Regulatory Agencies, Government)	1	*1	8	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	8	25	198.1	221.5	220.2	236.8	262.7	285.2	294.3	330.7	349.9	399.5	410.2	434.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	10	--	--	212.7	--	--	--	280.8	--	--	--	328.3	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	3	3	3	--	--	167.8	--	--	--	215.5	--	--	--	243.0	--
All Alberta	28	36	77	194.6	227.7	215.6	249.4	236.9	289.4	287.5	343.9	285.8	379.5	392.3	505.0
Calgary	21	27	62	195.7	230.4	217.0	251.6	240.9	294.3	286.6	344.2	321.6	378.7	393.2	525.8
Edmonton	5	*5	9	180.0	209.0	208.8	236.5	224.0	245.1	271.0	320.2	227.4	264.5	367.2	452.9
Fort McMurray	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	3	3	3	--	--	183.1	--	--	--	331.2	--	--	--	401.8	--
Manitoba/Saskatchewan	2	*2	7	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	5	7	10	137.5	174.3	167.6	182.7	164.9	202.1	206.1	244.8	165.5	202.1	219.5	246.5
Atlantic Canada	2	*4	5	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	5	--	--	188.4	--	--	--	231.8	--	--	--	257.1	--
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.

922.152.210 Project Management 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	33	43	100	1.3	176.2	209.4	206.5	240.4	204.6	271.5	269.4	334.5	212.4	353.5	353.1	439.5
Under \$100 Million	4	*4	11	--	--	123.6	147.8	--	--	135.0	164.4	--	--	135.0	169.5	--
\$100 < \$500 Million	6	6	10	0.3	171.7	213.8	215.7	257.3	218.0	264.0	277.8	336.2	243.5	341.7	332.5	414.4
\$500 < \$1 Billion	5	8	11	0.9	172.0	209.0	205.4	234.9	209.0	299.3	300.9	389.0	212.0	347.9	358.0	525.3
\$1 < \$3 Billion	9	11	25	2.1	151.9	180.3	179.5	196.8	172.6	202.8	212.2	238.4	173.0	209.7	234.5	238.4
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	9	14	43	18.9	221.4	235.2	235.4	258.8	276.0	323.9	319.4	359.4	376.8	418.2	472.6	591.8
Barrel of Oil Equivalent/Day																
All	10	12	25	236,600	228.3	240.2	243.0	271.1	283.7	340.0	325.2	362.1	377.5	528.5	497.9	624.9
Under 10,000	3	*3	5	--	--	--	223.3	--	--	--	310.2	--	--	--	408.6	--
Under 5,000	3	*3	5	--	--	--	223.3	--	--	--	310.2	--	--	--	408.6	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	3	3	3	--	--	--	238.7	--	--	--	318.8	--	--	--	440.3	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	4	*6	17	396,450	233.0	248.9	249.5	271.1	284.6	341.8	330.7	362.1	377.8	572.9	534.3	645.3
100,000 < 300,000	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*4	11	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	5	*5	8	--	207.7	233.3	224.3	257.7	209.6	268.3	267.6	341.7	224.7	363.5	323.8	422.2
350 < 1,500	8	*11	22	494	122.7	173.3	181.2	233.1	132.4	220.6	248.2	333.4	132.4	224.1	291.0	443.1
1,500 and Over	16	23	66	4,728	189.6	221.5	214.9	242.0	219.6	276.1	280.1	337.9	223.3	377.0	383.8	474.8

*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

922.152.220 Project Management Manager

Specialization: All Incumbents

Responsible for management, performance, and completion of moderate to complex projects. Organizes project teams, assigns individual responsibilities, develops project schedules, and determines resources needed. Ensures completion of detailed schedules for projects from initiation to delivery and keeps all stakeholders informed of any deviations. Monitors status of projects including cost, timing, and staffing.

Incumbents in the same position:

126

(Compensation Data
Displayed in \$000s)

Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	42	51	195	140.0	179.5	206.8	202.7	229.8	251.9
Base Salary – Org Weighted (All)	42	51	N/A	140.6	173.6	204.5	196.9	228.6	240.8
STI Granted (\$ Amount) Recvg	37	43	162	18.3	35.8	51.0	56.0	74.4	106.2
STI Granted (% of Base) Recvg	37	43	162	12.4	18.5	26.1	26.7	33.6	45.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	7	13	0.4	1.5	4.0	4.1	4.9	11.8
Total Cash Comp – Inc Weighted (All)	42	51	195	155.8	211.3	248.3	249.5	293.3	328.4
Total Cash Comp – Org Weighted (All)	42	51	N/A	156.4	199.4	243.3	240.5	282.9	323.7

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	8	9	17	3.7	5.8	10.0	10.7	15.5	17.7
STI Target (% of Base) Eligible	36	43	146	15.0	20.0	25.0	23.9	30.0	30.0
STI Maximum (% of Base) Eligible	26	33	123	30.0	36.0	44.0	48.9	55.0	90.0
Target Total Cash Compensation	39	47	167	168.8	216.7	246.2	247.2	282.2	312.9

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	31	39	134	1.0	3.0	5.6	6.3	9.0	14.0
Total LTI (\$ Amount) – Recvg	26	31	136	34.0	45.1	97.2	103.0	144.8	204.5
Target Total Direct Comp (\$ Amount) – Recvg	23	26	107	255.7	282.0	364.3	359.0	417.1	478.7
Target Total Direct Comp (\$ Amount) – All	39	47	167	173.1	248.6	303.8	317.9	393.9	454.6
Total Direct Comp (\$ Amount) – Recvg	26	31	136	253.2	293.4	392.3	377.3	452.3	502.6
Total Direct Comp (\$ Amount) – All	42	51	195	157.0	235.0	309.4	325.6	426.3	478.9

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	8	8	26	4.2	5.7	23.6	22.1	26.8	43.0
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Year over Year % Increase (Mean):

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	40	174	89
Other Guaranteed Cash	13	39	20
Other Non-Guaranteed Cash	12	55	28
LTI	28	146	75
Overtime	2	6	3

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	29	161	164.8
Midpoint	29	161	202.2
Maximum	29	161	235.0
Compa-ratio	29	161	103.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	15	74	1988
Year of Birth	40	192	1964

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	41	194	7

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

2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.220 Project Management 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	18	22	107	196.3	220.0	218.2	236.1	243.5	267.5	267.9	298.7	298.2	399.4	382.6	461.7
Fully Integrated	4	*4	52	--	214.0	212.8	--	--	253.8	251.7	--	--	392.3	368.4	--
Exploration & Production	16	18	55	207.8	224.4	223.4	236.1	248.3	282.9	283.2	314.6	309.6	404.8	396.1	463.4
Services and Drilling	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	9	11	29	138.2	158.2	160.2	179.4	155.7	188.3	188.3	214.8	159.6	188.7	200.4	231.6
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	8	23	163.9	184.2	181.2	196.1	205.1	227.3	217.7	246.2	220.5	271.9	249.2	291.2
Upgrading	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	22	--	219.5	200.1	--	--	312.6	269.3	--	--	366.4	322.9	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	5	--	--	216.6	--	--	--	244.3	--	--	--	272.4	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	35	44	167	185.1	210.1	209.6	230.5	223.5	254.9	261.3	299.3	262.7	341.4	347.0	431.8
Calgary	33	36	132	188.8	217.3	213.8	232.8	229.0	263.0	267.7	303.6	267.1	362.1	354.5	432.1
Edmonton	5	*7	17	147.4	175.4	169.5	196.0	169.4	194.3	197.2	242.3	169.4	197.3	215.2	291.8
Fort McMurray	5	*5	16	188.6	212.3	216.5	236.1	244.4	259.6	274.3	310.0	303.7	405.7	412.6	503.9
Other Alberta	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	4	*4	7	--	156.5	168.0	--	--	165.5	180.9	--	--	165.5	181.9	--
Eastern Canada	9	10	17	121.5	126.8	159.0	225.1	140.5	152.9	183.0	231.1	141.2	154.4	204.2	283.4
Atlantic Canada	4	4	4	--	158.6	175.1	--	--	196.4	200.3	--	--	215.6	218.8	--
Ontario	6	6	13	114.6	126.8	154.1	225.1	126.6	151.8	177.7	229.9	126.6	153.3	199.7	261.5
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

922.152.220 Project Management 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	39	47	186	2.2	178.6	204.6	200.2	228.2	209.9	247.7	246.1	291.4	235.4	302.9	324.1	426.4
Under \$100 Million	3	3	3	--	--	--	184.3	--	--	--	192.0	--	--	--	198.7	--
\$100 < \$500 Million	7	7	14	0.2	152.9	207.1	196.7	237.3	152.9	232.3	227.7	295.6	152.9	249.4	263.4	379.5
\$500 < \$1 Billion	3	*3	12	--	--	--	155.2	--	--	--	176.0	--	--	--	192.5	--
\$1 < \$3 Billion	13	14	38	2.1	142.8	162.5	173.1	205.5	159.8	188.6	207.4	244.8	162.5	200.7	245.2	315.2
\$3 < \$5 Billion	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	12	18	113	17.5	194.8	217.6	217.7	232.5	242.6	259.4	273.4	301.0	293.6	394.3	381.6	454.8
Barrel of Oil Equivalent/Day																
All	18	21	104	124,208	198.8	220.5	223.1	239.4	242.9	269.0	274.5	300.4	300.8	399.8	389.1	463.0
Under 10,000	5	*5	10	--	183.8	232.0	227.5	268.8	206.4	299.5	301.6	393.8	243.3	340.6	329.9	408.3
Under 5,000	3	*3	8	--	--	--	226.4	--	--	--	302.1	--	--	--	322.0	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	6	*6	16	70,793	205.5	226.2	224.2	245.4	244.8	284.6	276.7	315.4	295.9	374.2	366.0	440.6
10,000 < 25,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	5	*5	14	71,186	204.1	221.9	219.1	233.5	243.9	270.2	270.9	305.6	293.5	349.3	351.2	431.0
100,000 and Over	8	10	78	297,000	196.2	219.8	222.3	237.4	243.3	263.0	270.6	295.1	310.9	404.9	401.4	478.5
100,000 < 300,000	4	*4	21	--	--	201.0	212.5	--	--	247.1	271.5	--	--	301.7	334.5	--
300,000 and Over	4	*6	57	434,950	209.3	223.7	225.9	237.9	248.1	270.5	270.3	292.7	368.8	413.7	426.1	496.1
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	12	12	22	203	186.7	231.6	221.9	258.2	199.0	282.4	272.6	319.7	221.1	329.8	321.8	418.9
350 < 1,500	10	10	27	749	126.8	174.9	167.6	191.3	145.3	206.9	194.5	219.4	145.3	218.9	219.7	252.3
1,500 and Over	22	28	144	4,728	185.3	208.4	205.9	229.0	229.9	253.1	256.5	294.6	268.0	343.8	347.4	432.2

*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

922.152.320 Project Manager E**Specialization:** All Incumbents

Acknowledged expert who provides insight on detailed work plans, schedules, project estimates, resource plans, and status reports. Ensures adherence to quality standards and reviews project deliverables. Manages the integration of vendor tasks and tracks and reviews vendor deliverables. Provides technical and analytical guidance to project team. Recommends and takes action to direct the analysis and solutions of problems. Typically reports to the Project Management Manager.

Incumbents in the same position:

183

(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)	47	59	315	133.9	150.3	168.1	169.1	189.9	207.9
Base Salary – Org Weighted (All)	47	59	N/A	134.3	149.0	167.0	167.3	187.4	203.8
STI Granted (\$ Amount) Recvg	37	46	233	18.2	29.0	41.2	43.8	52.1	77.8
STI Granted (% of Base) Recvg	37	46	233	11.2	19.4	25.2	25.2	30.4	40.2
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	11	31	0.6	3.0	5.0	6.1	9.4	12.9
Total Cash Comp – Inc Weighted (All)	47	59	315	143.1	177.3	197.9	202.1	221.4	267.4
Total Cash Comp – Org Weighted (All)	47	59	N/A	144.0	167.3	193.4	199.1	235.8	259.2

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	8	9	23	4.0	10.0	10.0	11.6	16.0	19.6
STI Target (% of Base) Eligible	38	49	244	15.0	20.0	20.0	21.0	25.0	30.0
STI Maximum (% of Base) Eligible	25	35	169	18.0	30.0	40.0	40.8	44.0	75.0
Target Total Cash Compensation	45	57	305	151.3	178.0	194.4	198.5	220.7	251.2

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	28	33	111	0.3	0.4	2.7	3.2	5.2	7.3
Total LTI (\$ Amount) – Recvg	28	38	176	22.1	25.0	56.5	55.4	71.9	96.9
Target Total Direct Comp (\$ Amount) – Recvg	25	34	162	196.1	212.0	258.9	260.7	291.3	340.5
Target Total Direct Comp (\$ Amount) – All	45	57	305	151.6	189.8	222.8	231.4	275.5	306.9
Total Direct Comp (\$ Amount) – Recvg	28	38	176	200.6	219.4	264.3	268.1	301.4	346.7
Total Direct Comp (\$ Amount) – All	47	59	315	144.6	184.9	223.1	234.2	285.6	318.8

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	10	11	50	4.2	5.5	21.9	20.2	26.9	43.2
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

2.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	41	254	81
Other Guaranteed Cash	16	77	24
Other Non-Guaranteed Cash	14	135	43
LTI	31	213	68
Overtime	6	20	6

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	27	241	131.5
Midpoint	27	241	156.5
Maximum	27	241	193.4
Compa-ratio	27	241	101.6

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	14	78	1994
Year of Birth	45	309	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	45	303	10

2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.320 Project Manager 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	16	21	134	166.6	180.8	183.1	199.6	199.3	215.3	222.0	237.6	239.1	282.7	281.1	306.3
Fully Integrated	4	*4	75	--	172.3	178.6	--	--	209.1	207.7	--	--	272.6	259.6	--
Exploration & Production	15	17	59	175.3	190.4	188.7	200.4	208.6	237.9	240.1	271.8	249.7	300.1	308.5	346.8
Services and Drilling	8	*8	23	118.7	136.0	144.2	163.8	122.7	148.6	147.6	163.8	122.7	149.7	150.7	180.7
Services and Equipment	6	*6	12	138.9	151.1	163.4	186.7	148.8	158.9	168.6	186.7	150.6	172.0	174.0	186.8
Drilling	2	*2	11	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	9	11	41	134.3	149.1	148.9	162.5	144.2	161.5	165.2	180.0	144.2	163.8	169.1	185.0
Public Sector (Regulatory Agencies, Government)	1	*1	8	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	*9	59	142.9	150.5	150.8	156.3	174.3	187.4	185.7	197.4	199.3	211.6	210.4	223.1
Upgrading	1	*1	18	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	22	--	186.1	184.5	--	--	198.5	215.7	--	--	198.5	222.0	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	9	--	--	177.2	--	--	--	199.3	--	--	--	212.8	--
Incumbent Location***															
British Columbia	3	*3	4	--	--	146.3	--	--	--	167.9	--	--	--	222.1	--
All Alberta	40	49	270	150.6	168.8	169.2	189.9	180.1	199.4	205.6	226.9	189.9	230.4	240.4	289.2
Calgary	33	39	192	151.7	171.4	171.3	192.5	182.1	201.7	208.5	233.7	197.5	240.8	246.6	295.5
Edmonton	7	10	35	139.4	150.5	153.0	167.5	166.2	178.2	176.3	190.5	169.3	187.9	190.4	221.0
Fort McMurray	5	*6	24	159.4	167.2	167.9	176.8	190.6	205.1	207.1	216.6	228.3	263.6	265.1	298.6
Other Alberta	9	*10	19	161.6	190.0	179.4	200.2	165.7	250.8	228.4	268.0	165.7	253.7	239.4	290.3
Manitoba/Saskatchewan	3	*3	8	--	--	164.1	--	--	--	174.0	--	--	--	176.6	--
Eastern Canada	8	*9	22	161.5	184.7	180.9	206.8	184.9	198.3	198.4	213.3	186.9	206.0	217.1	236.3
Atlantic Canada	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	7	*7	18	158.5	185.0	180.1	206.9	186.9	198.3	198.6	213.5	194.4	206.0	214.7	228.4
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.

922.152.320 Project Manager 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	43	54	280	2.1	150.0	165.4	166.9	186.3	177.5	197.3	198.8	218.4	185.1	222.5	234.0	285.5
Under \$100 Million	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	7	7	17	0.2	157.5	188.0	181.0	200.0	166.5	232.2	213.0	245.4	173.2	287.4	248.5	305.6
\$500 < \$1 Billion	5	*5	14	0.7	146.8	154.8	154.3	163.5	153.3	163.8	163.5	176.2	153.6	167.3	165.6	179.1
\$1 < \$3 Billion	15	16	51	2.1	145.1	171.7	170.2	190.5	159.1	201.0	203.4	248.0	161.5	211.0	245.7	324.0
\$3 < \$5 Billion	4	*4	12	--	--	122.8	124.1	--	--	122.9	133.2	--	--	122.9	139.6	--
\$5 Billion and Over	11	20	172	18.9	153.0	166.5	170.3	184.3	187.7	200.9	207.2	217.7	209.5	236.5	247.8	285.6
Barrel of Oil Equivalent/Day																
All	18	21	151	106,104	164.2	180.0	181.7	200.1	196.7	212.6	219.7	241.1	225.6	268.0	268.9	301.6
Under 10,000	5	*5	36	--	151.8	192.3	184.8	209.5	183.7	251.7	236.4	282.8	198.1	261.6	250.8	294.9
Under 5,000	4	*4	32	--	--	190.5	182.0	--	--	251.7	233.7	--	--	253.1	242.4	--
5,000 < 10,000	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	7	7	19	70,400	183.4	196.0	194.6	205.0	208.6	243.7	239.1	269.8	246.6	303.3	319.0	391.4
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	6	18	70,793	184.2	196.8	195.6	205.2	208.5	245.8	239.2	271.3	247.7	310.0	323.4	399.2
100,000 and Over	7	*9	96	284,000	163.2	172.9	178.0	189.8	196.6	209.3	209.5	218.9	222.3	272.2	265.7	298.8
100,000 < 300,000	4	*4	24	--	--	173.1	172.3	--	--	199.5	212.6	--	--	229.4	260.4	--
300,000 and Over	3	*5	72	534,900	163.2	172.6	179.8	195.0	199.2	209.6	208.5	217.9	245.1	276.3	267.5	297.0
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	7	*7	36	166	190.6	200.0	201.3	210.5	231.6	253.1	252.2	282.8	244.2	285.3	272.3	303.7
350 < 1,500	14	14	64	745	124.0	154.7	155.3	186.0	132.6	170.3	179.2	218.4	132.6	175.4	210.5	262.7
1,500 and Over	23	33	202	3,666	151.6	164.9	168.2	181.3	182.5	199.1	202.5	216.2	200.6	225.7	238.0	281.7

*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.

CA MTCS for the Energy Sector

922.152.330 Project Manager D

Specialization: All Incumbents

Oversees various projects of moderate to high complexity. Responsible for all aspects of the development and implementation of assigned projects and provides a single point of contact for those projects. Takes projects from original concept through final implementation. Interfaces with all areas affected by the project. Defines project scope and objectives. Develops detailed work plans, schedules, project estimates, resource plans, and status reports. Conducts project meetings and is responsible for project tracking and analysis. Ensures adherence to quality standards and reviews project deliverables. Manages the integration of vendor tasks and tracks and reviews vendor deliverables. Provides technical and analytical guidance to project team. Recommends and takes action to direct the analysis and solutions of problems.

Incumbents in the same position:

190

(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)	43	58	345	108.1	118.5	129.0	131.7	143.9	160.2
Base Salary – Org Weighted (All)	43	58	N/A	109.2	122.3	131.4	136.8	150.1	167.9
STI Granted (\$ Amount) Recvg	31	43	250	7.3	13.5	20.0	22.1	26.7	40.8
STI Granted (% of Base) Recvg	31	43	250	5.8	11.2	15.9	16.6	21.0	28.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	8	*11	38	0.6	1.5	2.8	3.2	4.1	6.2
Total Cash Comp – Inc Weighted (All)	43	58	345	114.6	130.3	144.7	148.1	161.0	185.2
Total Cash Comp – Org Weighted (All)	43	58	N/A	123.2	132.7	149.1	155.7	173.1	194.8

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	8	11	65	4.0	5.0	7.5	7.9	10.0	12.0
STI Target (% of Base) Eligible	31	45	267	10.0	10.0	15.0	15.0	18.0	20.0
STI Maximum (% of Base) Eligible	25	38	221	15.0	15.0	22.5	28.0	30.0	60.0
Target Total Cash Compensation	38	53	318	118.1	134.2	146.9	149.2	164.7	178.5

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	17	23	118	0.4	0.4	0.9	1.9	1.5	5.5
Total LTI (\$ Amount) – Recvg	20	26	86	9.7	10.2	12.6	22.5	33.2	56.7
Target Total Direct Comp (\$ Amount) – Recvg	17	23	80	147.5	154.2	164.0	180.6	202.1	241.3
Target Total Direct Comp (\$ Amount) – All	38	53	318	120.3	135.6	150.2	155.9	167.7	198.3
Total Direct Comp (\$ Amount) – Recvg	20	26	86	148.5	155.3	166.9	184.5	205.7	246.4
Total Direct Comp (\$ Amount) – All	43	58	345	115.9	132.0	149.8	154.4	167.5	200.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	9	*11	29	6.0	16.1	18.6	22.3	27.0	37.8
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	37	294	85
Other Guaranteed Cash	11	75	22
Other Non-Guaranteed Cash	13	159	46
LTI	22	119	34
Overtime	12	47	14

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	29	274	107.2
Midpoint	30	277	130.3
Maximum	29	274	161.4
Compa-ratio	30	277	98.6

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	11	77	1998
Year of Birth	42	343	1971

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	41	339	12

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CA MTCS for the Energy Sector

Scope Analysis

922.152.330 Project Manager 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	12	16	64	131.5	147.1	149.2	165.8	150.2	163.3	166.7	180.9	158.0	168.3	183.1	201.4
Fully Integrated	4	*4	33	--	158.4	156.1	--	--	167.6	166.7	--	--	168.6	175.1	--
Exploration & Production	11	*12	31	126.3	138.0	141.9	154.3	143.3	159.6	166.8	185.8	155.0	165.8	191.6	238.1
Services and Drilling	10	10	27	105.0	121.0	126.0	144.6	110.6	136.4	133.4	150.0	119.5	138.2	140.7	160.1
Services and Equipment	9	9	25	106.5	125.0	127.6	145.3	112.6	136.4	134.2	151.0	119.2	138.2	141.1	160.4
Drilling	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	12	14	141	114.8	122.7	123.8	132.3	127.0	136.2	137.0	146.1	127.2	137.0	138.5	147.4
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	11	59	121.2	127.7	128.6	134.2	142.0	152.1	148.9	159.6	151.6	160.4	158.4	167.7
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	5	*5	52	120.4	141.1	138.4	152.0	131.0	156.5	162.0	197.3	131.0	156.5	164.5	198.0
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	3	*3	9	--	--	130.0	--	--	--	142.6	--	--	--	142.6	--
All Alberta	38	48	265	120.8	130.7	133.5	145.2	135.2	148.7	151.0	164.7	136.5	152.5	158.6	169.9
Calgary	29	35	156	122.5	133.3	136.2	147.0	140.7	153.8	157.5	171.7	143.4	160.0	166.5	181.1
Edmonton	9	12	66	112.2	123.8	124.7	137.8	116.7	134.6	132.0	146.6	116.7	134.9	132.8	147.1
Fort McMurray	5	*6	22	119.3	133.9	138.6	152.1	138.4	152.4	158.7	169.1	151.0	164.3	172.4	175.5
Other Alberta	13	13	21	119.8	134.3	135.7	153.4	126.1	153.0	154.2	181.5	126.2	156.8	166.2	200.8
Manitoba/Saskatchewan	4	*4	15	--	126.3	123.7	--	--	139.1	133.5	--	--	139.1	135.2	--
Eastern Canada	9	*11	53	111.4	118.6	123.9	130.8	117.6	134.8	138.2	151.8	118.0	135.2	139.7	154.6
Atlantic Canada	4	4	7	--	119.8	127.5	--	--	139.8	136.0	--	--	139.8	136.0	--
Ontario	6	*6	42	111.5	117.6	121.0	125.3	123.0	131.5	135.0	144.9	123.9	132.0	135.9	151.4
Québec	3	*3	4	--	--	147.9	--	--	--	176.6	--	--	--	186.9	--

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

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

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

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CA MTCS for the Energy Sector

Scope Analysis

922.152.330 Project Manager 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	41	55	315	2.1	118.6	129.0	131.8	143.8	131.1	146.5	149.3	163.2	134.3	151.3	156.2	168.6
Under \$100 Million	4	4	6	--	--	146.4	144.3	--	--	146.4	144.3	--	--	146.4	144.3	--
\$100 < \$500 Million	4	*4	15	--	--	107.1	111.6	--	--	115.0	119.7	--	--	120.2	125.8	--
\$500 < \$1 Billion	5	*5	51	0.7	120.0	124.5	125.2	133.0	120.6	135.6	134.0	145.4	121.3	136.7	134.9	146.8
\$1 < \$3 Billion	17	20	90	2.1	117.3	131.3	130.5	142.3	130.9	144.4	147.1	162.7	131.6	145.2	155.6	175.8
\$3 < \$5 Billion	3	*3	31	--	--	--	116.5	--	--	--	134.8	--	--	--	136.1	--
\$5 Billion and Over	9	19	122	25.1	126.4	137.4	141.2	154.4	147.1	159.1	165.0	178.1	155.3	165.5	174.9	185.4
Barrel of Oil Equivalent/Day																
All	14	16	64	124,208	131.5	146.9	147.4	164.2	146.6	160.5	161.1	176.0	155.2	165.6	176.1	191.2
Under 10,000	3	*3	5	--	--	--	133.7	--	--	--	139.4	--	--	--	145.6	--
Under 5,000	3	*3	5	--	--	--	133.7	--	--	--	139.4	--	--	--	145.6	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	6	6	8	--	147.1	157.1	156.3	167.5	150.4	178.3	179.1	196.3	152.3	211.7	206.5	248.0
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	6	8	--	147.1	157.1	156.3	167.5	150.4	178.3	179.1	196.3	152.3	211.7	206.5	248.0
100,000 and Over	6	*7	51	284,000	131.0	146.5	147.3	165.3	146.8	160.9	160.4	175.0	157.7	167.6	174.3	189.7
100,000 < 300,000	3	*3	19	--	--	--	131.2	--	--	--	148.1	--	--	--	167.4	--
300,000 and Over	3	*4	32	--	--	158.5	156.9	--	--	168.3	167.6	--	--	169.6	178.5	--
Total Employment																
Less than 75	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	6	--	--	167.8	157.2	--	--	167.8	162.4	--	--	173.8	177.1	--
350 < 1,500	15	15	103	832	114.2	122.1	125.3	138.2	125.9	135.6	137.5	150.0	127.2	138.2	143.3	152.0
1,500 and Over	24	36	232	3,950	119.9	131.0	133.8	146.0	135.2	149.8	152.5	168.2	136.8	155.2	158.9	172.6

*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

CA MTCS for the Energy Sector

922.152.340 Project Manager C

Specialization: All Incumbents

Oversees various moderately complex projects. Responsible for assembling project team, assigning individual responsibilities, identifying appropriate resources needed, developing schedules to ensure timely completion of project and monitoring progress against plan. Must be familiar with the project scope and objectives, as well as the role and function of each team member in order to effectively coordinate the activities of the team. Communicates with Project Manager - Senior and/or functional area manager regarding status of specific projects. Qualifications typically include a university degree and a minimum of 5 years related experience.

Incumbents in the same position: 164

(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)	40	49	313	86.8	96.1	108.2	110.6	121.9	140.9
Base Salary – Org Weighted (All)	40	49	N/A	89.8	98.8	111.9	112.6	124.2	139.4
STI Granted (\$ Amount) Recvg	30	35	176	4.2	6.8	11.3	12.8	15.5	22.6
STI Granted (% of Base) Recvg	30	35	176	4.0	6.2	11.5	11.9	14.4	20.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	6	14	0.6	1.0	2.5	2.5	3.7	5.0
Total Cash Comp – Inc Weighted (All)	40	49	313	90.5	103.9	116.2	117.9	131.5	147.7
Total Cash Comp – Org Weighted (All)	40	49	N/A	97.4	107.1	120.3	124.0	138.9	157.3

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	6	*7	37	2.5	4.0	4.0	4.2	5.0	5.0
STI Target (% of Base) Eligible	27	32	174	8.0	10.0	10.0	13.3	15.3	25.0
STI Maximum (% of Base) Eligible	21	24	106	10.0	13.5	20.0	20.9	24.0	36.6
Target Total Cash Compensation	34	42	251	88.4	103.8	117.7	121.3	133.7	157.3

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	16	19	89	0.3	0.4	1.0	1.2	1.0	4.0
Total LTI (\$ Amount) – Recvg	12	16	67	5.2	5.7	9.6	13.4	15.5	30.4
Target Total Direct Comp (\$ Amount) – Recvg	11	14	63	86.8	103.7	115.1	132.6	170.6	180.9
Target Total Direct Comp (\$ Amount) – All	34	42	251	89.7	104.0	118.8	125.1	139.6	173.9
Total Direct Comp (\$ Amount) – Recvg	12	16	67	82.3	105.8	122.6	126.6	146.0	171.9
Total Direct Comp (\$ Amount) – All	40	49	313	90.8	105.1	119.0	121.1	136.9	153.4

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	12	12	23	0.9	4.2	12.2	12.6	16.5	25.5
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	34	236	75
Other Guaranteed Cash	15	53	17
Other Non-Guaranteed Cash	12	48	15
LTI	14	86	27
Overtime	14	96	31

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	27	169	88.0
Midpoint	27	169	110.0
Maximum	27	169	124.2
Compa-ratio	27	169	98.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*11	79	2005
Year of Birth	40	313	1975

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	38	306	16

2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.340 Project Manager 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	9	*11	47	108.0	120.1	124.6	140.8	119.6	130.9	131.3	142.3	121.1	138.4	136.1	150.1
Fully Integrated	3	*3	30	--	--	127.4	--	--	--	130.1	--	--	--	131.1	--
Exploration & Production	7	*8	17	107.7	114.3	119.6	128.8	122.6	127.1	133.5	145.5	130.8	145.7	144.9	154.8
Services and Drilling	6	*7	46	77.4	106.3	102.0	125.5	77.4	107.3	104.8	127.0	88.0	115.0	115.5	140.9
Services and Equipment	6	*7	46	77.4	106.3	102.0	125.5	77.4	107.3	104.8	127.0	88.0	115.0	115.5	140.9
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	11	14	82	96.3	107.5	105.6	116.6	105.1	114.6	115.1	127.1	105.9	114.6	115.3	127.3
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	6	38	88.9	95.8	96.2	99.2	97.6	105.9	104.4	110.0	101.6	108.7	109.4	115.9
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	6	*6	80	99.5	109.6	111.9	122.8	103.2	119.0	119.4	131.0	103.2	119.0	120.4	131.2
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	17	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	5	*5	15	94.1	99.5	104.0	106.7	96.5	103.4	107.5	106.7	96.5	103.4	107.6	107.0
All Alberta	34	41	185	98.3	109.6	112.5	122.6	106.7	121.9	122.3	134.7	108.4	123.0	125.3	137.4
Calgary	25	28	113	98.1	109.6	113.9	126.5	107.8	122.3	125.0	138.5	111.2	124.8	129.0	141.2
Edmonton	9	12	37	95.1	103.9	105.9	115.6	99.1	108.7	111.5	124.2	99.1	108.7	111.9	124.4
Fort McMurray	5	*5	12	104.6	108.4	113.8	119.3	118.0	126.9	125.3	136.3	118.7	137.3	131.8	147.3
Other Alberta	8	8	23	112.9	116.6	115.3	120.0	119.4	131.3	124.9	131.5	119.4	131.6	125.1	131.8
Manitoba/Saskatchewan	6	*6	38	102.7	112.8	117.6	122.4	107.8	120.3	122.9	138.4	107.8	120.3	122.9	138.4
Eastern Canada	7	*8	45	90.2	99.8	105.6	111.5	96.4	106.7	110.5	120.1	96.4	106.7	110.5	120.1
Atlantic Canada	2	3	3	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	7	*7	40	91.5	100.7	106.9	110.4	98.3	106.8	112.2	122.0	98.3	106.8	112.2	122.0
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

922.152.340 Project Manager 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	37	45	285	1.4	95.3	107.7	108.6	119.5	103.8	115.0	116.4	131.4	104.7	119.0	119.9	134.9
Under \$100 Million	3	*3	9	--	--	--	133.9	--	--	--	133.9	--	--	--	133.9	--
\$100 < \$500 Million	9	*9	32	0.3	86.9	103.9	106.2	128.0	95.8	106.2	112.3	134.9	96.1	106.3	114.7	136.1
\$500 < \$1 Billion	4	*4	25	--	--	98.8	102.8	--	--	109.8	112.2	--	--	109.8	112.8	--
\$1 < \$3 Billion	12	*14	140	2.0	94.3	107.7	105.5	117.4	101.1	115.0	112.0	125.4	101.1	118.1	115.8	129.8
\$3 < \$5 Billion	3	3	3	--	--	--	108.1	--	--	--	120.0	--	--	--	121.8	--
\$5 Billion and Over	7	12	76	28.0	96.8	108.2	114.3	131.0	107.6	121.4	125.5	140.7	111.3	125.0	130.3	144.9
Barrel of Oil Equivalent/Day																
All	10	*12	54	284,964	107.9	121.8	124.4	141.0	114.0	130.9	130.7	142.3	114.0	137.4	133.9	146.1
Under 10,000	4	*4	13	--	--	108.1	113.6	--	--	110.1	123.5	--	--	110.6	124.1	--
Under 5,000	4	*4	13	--	--	108.1	113.6	--	--	110.1	123.5	--	--	110.6	124.1	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	3	*3	5	--	--	--	130.5	--	--	--	135.1	--	--	--	142.2	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	*3	5	--	--	--	130.5	--	--	--	135.1	--	--	--	142.2	--
100,000 and Over	4	*5	36	422,450	108.8	126.2	127.4	141.3	121.2	131.7	132.7	142.1	124.2	138.5	136.3	146.4
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*4	35	--	--	122.5	127.2	--	--	130.9	132.0	--	--	138.4	135.3	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	6	*7	41	263	77.2	119.0	111.0	138.2	77.2	120.0	114.0	138.7	87.8	132.0	126.3	147.7
350 < 1,500	14	14	54	740	96.2	108.2	108.8	116.6	104.5	115.5	118.3	131.5	105.7	118.7	120.4	131.8
1,500 and Over	18	24	194	3,454	95.9	106.6	108.0	117.5	103.8	113.7	116.3	129.5	105.1	115.6	118.3	130.7

*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.

CA MTCS for the Energy Sector

922.152.350 Project Manager B

Specialization: All Incumbents

Oversees a small project or phases of a larger project. Responsible for co-ordinating activities of project team, identifying appropriate resources needed, develops schedules to ensure timely completion of project and monitors progress against plan. Must be familiar with project's scope and objectives, as well as the role and function of each team member, in order to effectively co-ordinate the activities of the team. Communicates with more senior Project Managers regarding the status of specific projects. Usual qualifications include a university degree with a minimum of 2 years related experience

Incumbents in the same position:

89

(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	183	74.3	82.4	93.5	94.6	103.5	118.1
Base Salary – Org Weighted (All)	27	29	N/A	69.8	83.7	91.6	95.1	108.5	123.6
STI Granted (\$ Amount) Recvg	20	21	73	2.2	6.5	10.6	15.2	16.5	40.8
STI Granted (% of Base) Recvg	20	21	73	2.3	6.4	12.0	14.7	18.3	34.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	6	--	--	--	2.9	--	--
Total Cash Comp – Inc Weighted (All)	27	29	183	75.4	85.2	93.9	100.7	109.5	136.0
Total Cash Comp – Org Weighted (All)	27	29	N/A	70.1	87.0	99.7	101.3	114.6	140.6

Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	2	*2	14	--	--	--	--	--	--
STI Target (% of Base) Eligible	15	16	54	5.0	10.0	10.0	12.7	20.0	22.5
STI Maximum (% of Base) Eligible	8	*8	27	13.3	15.0	20.0	19.3	20.0	22.6
Target Total Cash Compensation	23	25	159	75.0	84.2	93.6	99.1	109.7	132.6

Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	9	*10	57	0.3	0.3	0.3	2.7	1.3	11.1
Total LTI (\$ Amount) – Recvg	6	6	7	--	2.6	10.7	9.5	12.9	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	104.5	--	--
Target Total Direct Comp (\$ Amount) – All	23	25	159	76.0	84.6	93.6	100.2	110.4	135.3
Total Direct Comp (\$ Amount) – Recvg	6	6	7	--	95.3	106.8	119.8	153.9	--
Total Direct Comp (\$ Amount) – All	27	29	183	76.4	85.2	93.9	101.9	112.1	139.5

Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	6	10	1.1	2.2	9.9	9.3	15.9	16.5
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*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

4.6%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	21	78	43
Other Guaranteed Cash	7	25	14
Other Non-Guaranteed Cash	6	16	9
LTI	8	11	6
Overtime	13	110	60

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*13	90	91.9
Midpoint	*13	94	114.8
Maximum	*13	90	137.8
Compa-ratio	13	94	95.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*6	56	2007
Year of Birth	25	180	1978

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	27	183	13

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CA MTCS for the Energy Sector

Scope Analysis

922.152.350 Project Manager 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	17	--	93.9	93.8	--	--	93.9	95.5	--	--	93.9	96.8	--
Fully Integrated	1	*1	14	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	3	3	3	--	--	78.6	--	--	--	88.7	--	--	--	95.7	--
Services and Drilling	8	*9	54	95.6	109.8	109.6	123.9	103.5	114.5	122.5	141.2	104.1	117.7	125.4	144.1
Services and Equipment	7	*8	51	95.6	110.0	109.5	123.6	104.0	114.8	123.0	140.6	104.3	117.8	126.1	143.6
Drilling	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	6	40	81.4	87.4	89.5	94.7	85.6	93.3	95.4	104.0	85.6	93.3	95.5	104.5
Public Sector (Regulatory Agencies, Government)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	*5	13	83.9	91.1	96.5	100.6	85.1	93.6	102.0	115.0	85.1	93.6	105.1	121.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	57	--	82.7	83.5	--	--	86.3	84.9	--	--	86.5	84.9	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

Incumbent Location***

British Columbia	4	*4	13	--	93.5	93.8	--	--	93.6	96.0	--	--	98.5	97.7	--
All Alberta	23	25	118	84.8	93.6	95.4	101.4	85.2	94.1	102.5	110.0	85.6	94.8	104.2	112.1
Calgary	18	18	47	86.7	93.9	94.9	98.0	90.6	96.0	99.7	109.0	90.9	96.7	101.3	109.0
Edmonton	6	*7	39	81.0	87.3	88.2	93.5	81.7	88.8	89.2	93.8	81.7	89.9	89.8	93.8
Fort McMurray	4	*4	5	--	95.0	91.2	--	--	95.0	94.8	--	--	95.0	94.9	--
Other Alberta	7	*7	27	94.0	106.3	107.5	123.6	104.0	112.9	127.9	162.6	104.3	118.4	131.5	162.9
Manitoba/Saskatchewan	3	*3	6	--	--	109.4	--	--	--	115.2	--	--	--	115.4	--
Eastern Canada	6	*6	39	74.9	81.5	84.9	93.6	78.4	89.4	89.8	96.7	78.4	89.4	89.8	96.7
Atlantic Canada	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	5	*5	35	74.3	80.5	81.5	91.4	77.8	89.4	86.8	95.8	77.8	89.4	86.8	95.8
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

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

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

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

922.152.350 Project Manager 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	26	27	164	0.8	82.6	93.6	95.6	104.9	86.7	94.8	102.4	111.8	86.9	95.7	103.8	112.8
Under \$100 Million	4	4	7	--	--	109.5	112.6	--	--	112.6	114.1	--	--	112.6	114.4	--
\$100 < \$500 Million	8	9	20	0.3	83.5	90.0	92.2	102.0	83.7	93.5	97.3	106.5	84.8	93.5	99.8	106.6
\$500 < \$1 Billion	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	7	*7	111	2.1	81.3	92.4	95.3	105.0	86.3	95.9	103.7	112.9	86.3	96.7	104.9	115.1
\$3 < \$5 Billion	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	3	*3	16	--	--	--	96.7	--	--	--	97.9	--	--	--	98.1	--
Barrel of Oil Equivalent/Day																
All	7	*7	23	310,000	93.6	93.9	93.0	97.4	93.6	93.9	96.3	101.9	93.6	95.0	98.4	106.8
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	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	4	*4	17	--	--	93.9	93.8	--	--	93.9	95.5	--	--	93.9	96.8	--
100,000 < 300,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*3	16	--	--	--	96.7	--	--	--	97.9	--	--	--	98.1	--
Total Employment																
Less than 75	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	4	4	--	--	115.4	109.4	--	--	132.9	119.5	--	--	147.0	130.3	--
350 < 1,500	10	*10	36	828	84.0	92.7	91.6	97.8	84.3	93.8	96.1	107.8	84.3	95.1	97.5	107.8
1,500 and Over	11	*11	131	4,200	82.4	93.6	95.1	104.0	86.6	93.9	101.9	111.8	86.6	93.9	102.8	112.5

*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

922.152.422 Project Assistant / Clerk II

Specialization: All Incumbents

Qualified clerk reporting to the project managers. Coordinates, analyzes, and reports data for projects. Generates reports, prepares graphs, charts, meetings, and other administrative duties as assigned.

Incumbents in the same position: 20										Year over Year % Increase (Mean): 2.1%			
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation										STI	8	49	88
Base Salary – Inc Weighted (All)	10	*11	56	67.9	71.9	74.4	79.4	82.1	97.5	Other Guaranteed Cash	1	1	2
Base Salary – Org Weighted (All)	10	*11	N/A	68.5	72.0	78.5	83.0	85.0	120.2	Other Non-Guaranteed Cash	0	0	0
STI Granted (\$ Amount) Recvg	7	*8	46	5.5	8.2	9.0	8.9	9.5	10.6	LTI	3	41	73
STI Granted (% of Base) Recvg	7	*8	46	7.8	11.1	12.2	11.6	12.7	13.2	Overtime	6	48	86
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--				
Total Cash Comp – Inc Weighted (All)	10	*11	56	72.9	80.6	82.8	86.7	90.4	104.9	Salary Range	Dist. Orgs	Num Obs	Median
Total Cash Comp – Org Weighted (All)	10	*11	N/A	71.2	77.6	84.7	89.7	92.5	127.2	Minimum	*7	50	66.2
Target Annual Cash Compensation										Midpoint	*7	51	77.9
STI Threshold (% of Base) Eligible	2	*2	2	--	--	--	--	--	--	Maximum	*7	50	97.4
STI Target (% of Base) Eligible	6	*7	44	10.0	10.0	10.0	10.4	10.0	11.5	Compa-ratio	7	51	94.0
STI Maximum (% of Base) Eligible	4	*4	5	--	--	19.5	18.9	--	--				
Target Total Cash Compensation	8	*9	51	77.3	79.3	82.3	87.5	90.4	119.0	Demographics	Dist. Orgs	Num Obs	Median
Estimated Total Direct Compensation										Graduation Year	*1	1	--
Total Perquisite Value (\$ Amount)	6	6	14	0.3	0.3	0.3	0.5	0.5	1.5	Year of Birth	*10	56	1984
Total LTI (\$ Amount) – Recvg	2	*3	39	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – Recvg	2	*3	39	--	--	--	--	--	--	Dist. Orgs	Num Obs	% of Obs	
Target Total Direct Comp (\$ Amount) – All	8	*9	51	81.5	83.6	86.8	90.9	92.8	120.0	Hired since 2014	10	56	34
Total Direct Comp (\$ Amount) – Recvg	2	*3	39	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	10	*11	56	73.4	84.9	87.2	89.9	91.9	109.1				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--				

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

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CA MTCS for the Energy Sector

Scope Analysis

922.152.422 Project Assistant / Clerk II

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Fully Integrated	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	3	*3	8	--	--	100.5	--	--	--	101.2	--	--	--	101.8	--
Services and Equipment	3	*3	8	--	--	100.5	--	--	--	101.2	--	--	--	101.8	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*3	38	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	7	*8	46	72.3	74.4	79.3	81.9	80.7	83.2	87.3	90.1	85.1	87.6	90.9	91.6
Calgary	6	*7	42	72.3	74.0	78.1	79.0	80.7	82.8	86.6	87.8	85.1	87.2	90.5	91.0
Edmonton	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
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.

922.152.422 Project Assistant / Clerk II

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	9	*10	53	2.1	71.9	74.0	79.5	81.9	80.6	82.6	87.2	90.9	85.0	87.0	90.5	92.5
Under \$100 Million	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*3	39	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
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	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	6	*7	47	3,933	72.0	74.0	79.9	80.0	80.7	82.6	88.1	89.0	85.1	87.0	91.8	92.1

*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

922.152.432 Project Assistant / Clerk I

Specialization: All Incumbents

Entry level clerk reporting to the project managers. Coordinates, analyzes, and reports data for projects. Generates reports, prepares graphs, charts, meetings, and other administrative duties as assigned

Incumbents in the same position:										Year over Year % Increase (Mean):				3.8%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig	
Actual Annual Cash Compensation														
Base Salary – Inc Weighted (All)	3	*4	47	--	--	68.1	68.6	--	--	STI	3	47	100	
Base Salary – Org Weighted (All)	3	*4	N/A	--	--	65.1	66.4	--	--	Other Guaranteed Cash	2	4	9	
STI Granted (\$ Amount) Recvg	3	*4	47	--	--	8.1	7.1	--	--	Other Non-Guaranteed Cash	0	0	0	
STI Granted (% of Base) Recvg	3	*4	47	--	--	11.9	10.0	--	--	LTI	1	14	30	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	3	47	100	
Total Cash Comp – Inc Weighted (All)	3	*4	47	--	--	75.3	75.7	--	--	Salary Range				
Total Cash Comp – Org Weighted (All)	3	*4	N/A	--	--	72.3	73.1	--	--	Minimum	*3	47	57.8	
Target Annual Cash Compensation														
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--	Midpoint	*3	47	67.4	
STI Target (% of Base) Eligible	3	*4	47	--	--	10.0	9.2	--	--	Maximum	*3	47	76.9	
STI Maximum (% of Base) Eligible	2	*2	33	--	--	--	--	--	--	Compa-ratio	3	47	101.8	
Target Total Cash Compensation	3	*4	47	--	--	74.9	75.0	--	--	Demographics				
Estimated Total Direct Compensation														
Total Perquisite Value (\$ Amount)	2	*2	33	--	--	--	--	--	--	Graduation Year	*1	5	--	
Total LTI (\$ Amount) – Recvg	1	*2	14	--	--	--	--	--	--	Year of Birth	*3	47	1977	
Target Total Direct Comp (\$ Amount) – Recvg	1	*2	14	--	--	--	--	--	--	Dist. Orgs Num Obs % of Obs				
Target Total Direct Comp (\$ Amount) – All	3	*4	47	--	--	78.9	76.4	--	--	Hired since 2014	3	47	15	
Total Direct Comp (\$ Amount) – Recvg	1	*2	14	--	--	--	--	--	--					
Total Direct Comp (\$ Amount) – All	3	*4	47	--	--	79.3	77.1	--	--					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	4	--	--	--	--	--	--					

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

2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.432 Project Assistant / Clerk I

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	12	--	--	--	--	--	--	--	--	--	--	--	--	--	
Fully Integrated	1	*1	12	--	--	--	--	--	--	--	--	--	--	--	--	--	
Exploration & Production	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Services and Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Services and Equipment	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Utilities	1	*1	21	--	--	--	--	--	--	--	--	--	--	--	--	--	
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Pipeline/Midstream	1	*2	14	--	--	--	--	--	--	--	--	--	--	--	--	--	
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Incumbent Location***																	
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
All Alberta	3	*4	43	--	70.1	69.4	--	--	78.4	76.9	--	--	81.5	78.4	--	--	
Calgary	2	*3	18	--	--	--	--	--	--	--	--	--	--	--	--	--	
Edmonton	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--	
Other Alberta	2	*2	24	--	--	--	--	--	--	--	--	--	--	--	--	--	
Manitoba/Saskatchewan	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--	
Eastern Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--	

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2015

CA MTCS for the Energy Sector

Scope Analysis

922.152.432 Project Assistant / Clerk I

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	3	*4	47	--	--	68.1	68.6	--	--	75.3	75.7	--	--	79.3	77.1	--
Under \$100 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	1	*1	21	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	2	*3	26	--	--	--	--	--	--	--	--	--	--	--	--	--
Barrel of Oil Equivalent/Day																
All	1	*1	12	--	--	--	--	--	--	--	--	--	--	--	--	--
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	12	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	1	*1	12	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	1	*1	21	--	--	--	--	--	--	--	--	--	--	--	--	--
1,500 and Over	2	*3	26	--	--	--	--	--	--	--	--	--	--	--	--	--

*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.

Published Date: August 2015
Data Effective Date: April 1, 2015

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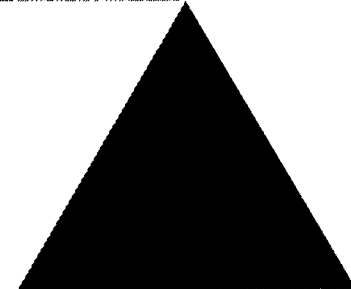
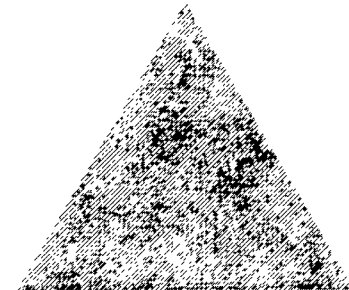
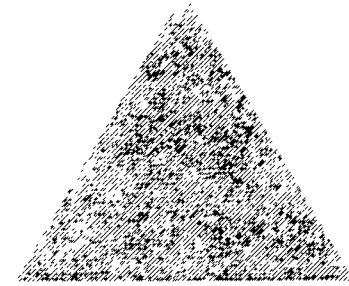
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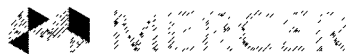
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2014 US MBD: MERCER BENCHMARK DATABASE EXECUTIVE COMPENSATION SURVEY

SURVEY REPORT





Published Date: July 2014

Data Effective Date: March 1, 2014

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Regression

An Excel File of the Regression Equations is provided for your convenience.
[Click here to open attachments panel](#)

Results by Position

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

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

[Click here to open attachments panel](#)

Results are available in Excel and PDF via Mercer WIN®. The Excel is a readily-accessible and usable format for data analysis and loading to HR systems, and provides results for national data as well as market refinements such as industry, location, revenue/sales, and more. The PDF report provides results based on national data – and excludes data reported by market refinements – to serve as a quick visual reference of the results. You also have the option to run reports in Mercer WIN® to customize results based on your specific needs.

Participating Organizations

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

[Click here to open attachments panel](#)

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Short-term and Long-term Incentives

Incentive Compensation by Salary Level for STI and LTI Receivers

The table below indicates short-term incentives and expected value of long-term incentives, expressed as a percent of base salary. Compensation data was only used if a long-term incentive was reported. Base salary ranges are expressed in \$000s. The expected progression of percentile values for each subsequent salary level may not be realized due to variations in organizations and observations represented at each salary level.

Long-term Incentive data reflects values based upon the **Black-Scholes** methodology.

Payouts by Salary Level (as Percent of Base)

Base Salary Range	Short-term Incentives					Long-term Incentives**				
	Num Orgs	Num Obs	25th %ile	50th %ile	75th %ile	Num Orgs	Num Obs	25th %ile	50th %ile	75th %ile
Less than 25.0	0	0	--	--	--	0	0	--	--	--
25.0 < 50.0	0	0	--	--	--	0	0	--	--	--
50.0 < 75.0	*1	1	--	--	--	*1	1	--	--	--
75.0 < 100.0	61	142	10	15	21	71	167	9	13	21
100.0 < 125.0	281	1,367	14	20	27	310	1,578	10	14	23
125.0 < 150.0	519	3,567	16	23	31	559	4,018	11	17	26
150.0 < 175.0	618	4,826	18	26	35	665	5,386	13	20	31
175.0 < 200.0	632	3,643	21	30	40	687	3,929	15	25	39
200.0 < 250.0	726	4,035	26	36	49	787	4,453	20	35	54
250.0 < 300.0	582	1,772	31	44	60	636	1,984	28	49	75
300.0 < 350.0	465	963	36	53	70	498	1,052	40	67	102
350.0 < 400.0	316	553	43	60	80	351	619	48	81	123
400.0 < 500.0	337	589	50	70	94	378	670	64	111	172
500.0 < 600.0	199	268	55	82	111	233	315	76	138	209
600.0 < 700.0	118	139	64	90	123	130	153	94	186	271
700.0 < 800.0	85	91	59	97	139	93	99	108	192	306
800.0 < 900.0	56	57	68	99	159	62	64	102	190	262
900.0 < 1,000.0	53	56	89	120	160	62	65	130	260	422
1,000.0 or More	109	112	113	147	210	122	125	209	380	525

*More than 25% of sample supplied by one organization, ** Incorporates Black-Scholes methodology for gain based incentives

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Total Direct Compensation

Total Direct Compensation by Salary Level for STI and LTI Receivers

The table below indicates short-term incentives, expected value of long-term incentives, and expected total direct compensation by base salary range. Compensation data was only used if a long-term incentive was reported. Base salary ranges are expressed in \$000s. The expected progression of percentile values for each subsequent salary level may not be realized due to variations in organizations and observations represented at each salary level.

Long-term Incentive and Total Direct Compensation data reflects values based upon the **Black-Scholes** methodology.

Payouts by Salary Level (in \$000s)

Base Salary Range	Short-term Incentives			Long-term Incentives**			Total Direct Compensation**				
	Num Orgs	Num Obs	50th %ile	Num Orgs	Num Obs	50th %ile	Num Orgs	Num Obs	25th %ile	50th %ile	75th %ile
Less than 25.0	0	0	--	0	0	--	0	0	--	--	--
25.0 < 50.0	0	0	--	0	0	--	0	0	--	--	--
50.0 < 75.0	*1	1	--	*1	1	--	*1	1	--	--	--
75.0 < 100.0	61	142	14.0	71	167	12.0	71	167	110.2	121.0	130.2
100.0 < 125.0	281	1,367	22.7	310	1,578	16.4	310	1,578	139.9	154.7	171.2
125.0 < 150.0	519	3,567	31.8	559	4,018	23.9	559	4,018	175.8	194.3	217.6
150.0 < 175.0	618	4,826	42.0	665	5,386	32.5	665	5,386	212.9	236.2	265.1
175.0 < 200.0	632	3,643	54.9	687	3,929	46.4	687	3,929	258.2	287.8	326.4
200.0 < 250.0	726	4,035	79.4	787	4,453	78.8	787	4,453	321.7	374.7	447.6
250.0 < 300.0	582	1,772	119.6	636	1,984	131.1	636	1,984	434.1	520.8	615.1
300.0 < 350.0	465	963	169.4	498	1,052	214.3	498	1,052	573.2	697.7	850.3
350.0 < 400.0	316	553	218.4	351	619	300.0	351	619	705.6	889.1	1,080.1
400.0 < 500.0	337	589	300.0	378	670	488.3	378	670	921.6	1,202.3	1,567.8
500.0 < 600.0	199	268	432.1	233	315	724.3	233	315	1,245.5	1,657.2	2,148.2
600.0 < 700.0	118	139	575.3	130	153	1,186.8	130	153	1,797.1	2,407.6	3,173.7
700.0 < 800.0	85	91	717.2	93	99	1,475.9	93	99	1,979.1	3,060.0	3,920.2
800.0 < 900.0	56	57	794.3	62	64	1,605.5	62	64	2,312.5	3,158.1	4,482.7
900.0 < 1,000.0	53	56	1,108.3	62	65	2,470.6	62	65	3,206.5	4,679.0	5,992.9
1,000.0 or More	109	112	1,797.4	122	125	4,417.0	122	125	5,034.8	7,230.0	9,916.5

*More than 25% of sample supplied by one organization; ** Incorporates Black-Scholes methodology for gain-based incentives

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Overview

Actual/Target Incentive Payouts

The table below indicates the actual/target incentive and total cash payouts made to employees in the survey at the specified base salary level. Compensation data was only used if a base salary, incentive (including a zero payout), and targeted incentive as a percent of base salary were reported. Target total cash-receiving includes short-term incentive and sales incentive. Actual total cash includes short-term incentive, sales incentive, and profit sharing.

Mean Payouts by Salary Levels

Base Salary Range	# of Obs	Actual Incentive	Target Incentive	Actual Total Cash	Target Total Cash - Rcvng
\$50,000 < \$75,000	77	8.4	9.9	72.2	76.1
\$75,000 < \$100,000	1,023	13.7	15.7	104.1	108.0
\$100,000 < \$125,000	5,616	20.9	22.2	133.7	137.2
\$125,000 < \$150,000	11,115	28.2	29.4	163.7	167.7
\$150,000 < \$200,000	17,614	43.6	43.5	211.0	214.8
\$200,000 < \$250,000	6,734	76.5	74.3	291.1	294.8
\$250,000 < \$300,000	2,764	116.8	111.9	376.6	382.4
\$300,000 < \$350,000	1,453	161.6	153.3	465.2	472.9
\$350,000 < \$400,000	806	217.8	204.4	571.9	574.1
\$400,000 < \$450,000	567	266.6	258.1	657.5	676.1
\$450,000 < \$500,000	307	301.4	303.4	738.5	772.3
\$500,000 < \$600,000	366	423.8	389.6	900.8	924.9
\$600,000 < \$700,000	193	552.2	520.8	1,145.0	1,156.0
\$700,000 < \$800,000	128	685.8	615.8	1,363.4	1,355.0
\$800,000 < \$900,000	79	923.0	810.5	1,704.5	1,649.2
\$900,000 < \$1,000,000	71	1,082.3	970.8	1,912.9	1,905.2
\$1,000,000 or More	152	1,869.1	1,628.4	2,919.3	2,837.2

Note. Compensation data is displayed in \$000s

2014

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

All Organizations

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO) Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	195	211	165.1	190.0	231.4	238.2	275.0	312.0
Base Salary - Org Wtd	195	211	163.4	186.1	230.0	237.9	275.0	313.2
Base Salary - Incentive Eligible	167	183	165.3	194.6	236.4	241.9	277.1	313.6
Base Salary - Not Incentive Eligible	8	8	--	168.6	237.2	215.9	261.3	--

Incentives

Short-term Incentive (Target)	142	158	31.6	50.1	71.8	90.1	114.8	157.7
Short-term Incentive (Actual)	141	156	24.8	45.4	80.5	97.4	127.0	200.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	7	7	--	3.8	13.1	21.4	23.0	--
Long-term Incentive (Black-Scholes)	82	89	30.7	55.0	100.0	144.6	200.0	292.2

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	195	211	180.2	218.0	280.4	310.9	368.4	464.6
Total Cash Comp (Actual) - Org Wtd	195	211	178.4	216.9	276.2	309.4	364.8	470.7
Total Cash Comp (Actual) - Rcvs	142	157	210.9	246.7	315.0	344.5	404.5	521.6
Total Cash Comp (Target)	177	193	180.0	224.9	286.7	313.1	369.9	463.6
Total Cash Comp (Target) - Rcvs	142	158	208.8	247.6	309.0	333.8	390.5	474.0

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	195	211	181.8	228.5	312.0	371.9	457.5	628.5
Total Direct Comp (Actual) - Rcvs	82	89	267.6	326.9	458.6	500.6	583.4	847.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	166	182	89%
Sales Incentive	0	0	0%
Profit Sharing	11	11	9%
Long-term Incentive	95	103	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	31%	25%
Share Appreciation Rights (SARs)	4%	3%
Restricted Shares/Share Units	65%	61%
Performance Shares/Share Units	34%	33%
Performance Cash Units	6%	2%
Long-term Cash	26%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	141	156	37.4%	37.4%
Short-term Incentive (Threshold)	53	55	16.8%	16.8%
Short-term Incentive (Target)	142	158	34.7%	34.6%
Short-term Incentive (Maximum)	84	87	58.2%	57.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	7	7	9.8%	9.8%
Long-term Incentive (Black-Scholes)	82	89	54.3%	54.4%

Salary Range (Mean)

Minimum	106	114	170.9	169.7
Midpoint	106	114	228.5	227.4
Maximum	106	114	286.1	285.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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2nd Level Finance Executive 210.100.130

Consumer Goods

*More than 25% of sample supplied by one organization

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US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

Energy

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO). Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	8	--	185.2	256.3	242.6	288.4	--
Base Salary - Org Wtd	7	8	--	179.3	250.0	238.7	292.2	--
Base Salary - Incentive Eligible	*5	6	--	--	269.8	264.1	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	4	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	8	--	196.9	332.4	328.4	405.8	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	179.3	283.8	319.7	408.6	--
Total Cash Comp (Actual) - Rcvs	*4	5	--	--	--	--	--	--
Total Cash Comp (Target)	*6	7	--	--	250.0	282.4	--	--
Total Cash Comp (Target) - Rcvs	*3	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	205.4	351.4	353.2	443.3	--
Total Direct Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	6	75%
Sales Incentive	0	--	--%
Profit Sharing	1	1	--%
Long-term Incentive	3	3	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	4	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	3	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

US MBD: Mercer Benchmark Database

Executive

210.100.130 2nd Level Finance Executive

Financial Services

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO). Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*9	11	154.0	204.6	228.0	223.8	255.0	283.0	Short-term Incentive	8	10	91%
Base Salary - Org Wtd	*9	11	--	187.0	224.9	223.6	265.0	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	*8	10	153.5	193.0	224.4	223.4	260.0	284.0	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	6	8	73%
Incentives												
Short-term Incentive (Target)	*6	8	--	--	70.5	95.9	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*8	10	54.4	57.9	72.0	112.5	135.3	298.0	Stock/Share Options	% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	75%		75%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	13%		13%
Long-term Incentive (Black-Scholes)	*6	8	--	--	95.7	123.5	--	--	Performance Cash Units	0%		0%
									Long-term Cash	25%		25%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	*9	11	217.5	230.0	289.7	326.1	334.3	573.1		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	*9	11	--	229.0	284.7	335.3	449.8	--	Short-term Incentive (Actual)	8	10	52.7%
Total Cash Comp (Actual) - Rcvrs	*8	10	216.3	261.2	291.3	335.9	392.1	574.0	Short-term Incentive (Threshold)	3	3	--%
Total Cash Comp (Target)	*8	10	193.5	256.5	292.9	307.7	325.2	529.5	Short-term Incentive (Target)	6	8	43.6%
Total Cash Comp (Target) - Rcvrs	*6	8	--	--	302.5	320.4	--	--	Short-term Incentive (Maximum)	3	3	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	--%
Total Direct Comp (Actual)	*9	11	217.5	288.9	356.6	415.9	440.7	847.0	Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	*6	8	--	--	389.1	478.5	--	--	Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	6	8	61.7%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	4	6	--
									Midpoint	4	6	--
									Maximum	4	6	--

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO). Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	8	--	--	202.3	215.4	--	--
Base Salary - Org Wtd	*5	8	--	--	207.4	224.6	--	--
Base Salary - Incentive Eligible	*3	6	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	6	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	6	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	8	--	--	250.7	265.0	--	--
Total Cash Comp (Actual) - Org Wtd	*5	8	--	--	259.2	276.7	--	--
Total Cash Comp (Actual) - Rcvrs	*3	6	--	--	--	--	--	--
Total Cash Comp (Target)	*5	8	--	--	245.6	265.2	--	--
Total Cash Comp (Target) - Rcvrs	*3	6	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	8	--	--	424.6	371.2	--	--
Total Direct Comp (Actual) - Rcvrs	*3	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

High Tech (Manufactured Products)

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	3	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	4	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	6	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	3	6	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	5	--%	--%

Salary Range (Mean)				
Minimum	3	6	--	--
Midpoint	3	6	--	--
Maximum	3	6	--	--

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

Insurance

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO). Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	15	15	189.7	235.3	250.0	262.2	293.0	385.0	Short-term Incentive	15	15	100%
Base Salary - Org Wtd	15	15	189.7	235.3	250.0	262.2	293.0	385.0	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	15	15	189.7	235.3	250.0	262.2	293.0	385.0	Profit Sharing	1	1	7%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	13	13	87%
Incentives												
Short-term Incentive (Target)	15	15	53.2	58.8	80.3	102.8	114.8	244.5	Of Those LTI Eligible:			
Short-term Incentive (Actual)	14	14	56.9	64.4	107.0	129.3	177.7	269.3	Stock/Share Options	% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	8%		8%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	0%		0%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	23%		17%
Long-term Incentive (Black-Scholes)	12	12	31.9	67.2	104.4	132.7	191.8	289.2	Performance Cash Units	31%		25%
									Performance Cash Units	15%		0%
									Long-term Cash	69%		67%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	15	15	247.1	291.8	333.3	384.4	454.3	613.4	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	15	15	247.1	291.8	333.3	384.4	454.3	613.4	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Rcvs	14	14	249.8	295.0	363.0	394.0	478.3	619.3	Short-term Incentive (Actual)	14	14	47.1%
Total Cash Comp (Target)	15	15	242.9	294.1	337.5	365.1	395.5	634.5	Short-term Incentive (Threshold)	9	9	15.1%
Total Cash Comp (Target) - Rcvs	15	15	242.9	294.1	337.5	365.1	395.5	634.5	Short-term Incentive (Target)	15	15	36.7%
									Short-term Incentive (Maximum)	11	11	57.5%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	1	1	--%
									Long-term Incentive (Black-Scholes)	12	12	46.0%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	15	15	276.9	306.8	422.6	490.5	609.8	876.2	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvs	12	12	302.7	347.8	517.3	542.1	744.9	897.4	Minimum	12	12	177.3
									Midpoint	12	12	263.0
									Maximum	12	12	348.7
*More than 25% of sample supplied by one organization												

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	20	22	92%	
Base Salary - Inc Wtd	23	25	168.5	177.5	218.0	225.8	257.7	310.9	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	23	25	168.1	176.5	223.6	228.5	263.9	311.3	Profit Sharing	3	3	16%	
Base Salary - Incentive Eligible	21	23	168.1	176.5	217.5	222.4	251.6	309.6	Long-term Incentive	15	16	70%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:				
Short-term Incentive (Target)	20	22	33.3	46.2	69.8	77.3	114.1	136.9		% Eligible		% Receiving	
Short-term Incentive (Actual)	19	20	35.0	46.0	84.8	88.8	117.3	134.6	Stock/Share Options		38%	29%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		0%	0%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		69%	71%	
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units		38%	36%	
Long-term Incentive (Black-Scholes)	13	14	24.1	39.6	67.0	100.1	127.0	292.4	Performance Cash Units		0%	0%	
									Long-term Cash		25%	29%	
Total Cash Compensation									Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Inc Wtd	23	25	207.3	217.8	312.0	296.9	362.4	406.2		Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	23	25	207.1	218.0	312.0	301.6	363.3	409.1	Short-term Incentive (Actual)	19	20	39.7%	40.2%
Total Cash Comp (Actual) - Rcvrs	19	20	207.7	228.7	313.5	309.4	364.4	413.3	Short-term Incentive (Threshold)	6	7	17.2%	17.6%
Total Cash Comp (Target)	22	24	209.8	223.4	294.5	297.0	356.3	442.3	Short-term Incentive (Target)	20	22	34.5%	33.2%
Total Cash Comp (Target) - Rcvrs	20	22	212.1	223.9	294.5	301.7	365.3	444.5	Short-term Incentive (Maximum)	13	15	60.5%	57.7%
									Sales Incentive (Actual)	0	0	--%	--%
									Sales Incentive (Target)	0	0	--%	--%
									Profit Sharing (Actual)	1	1	--%	--%
									Long-term Incentive (Black-Scholes)	13	14	46.3%	45.1%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)				
Total Direct Comp (Actual)	23	25	216.0	247.2	329.4	353.0	463.2	509.3	Minimum	12	12	162.9	162.9
Total Direct Comp (Actual) - Rcvrs	13	14	247.2	302.2	348.6	394.7	477.4	598.6	Midpoint	12	12	218.6	218.6
*More than 25% of sample supplied by one organization									Maximum	12	12	274.3	274.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO). Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	6	6	--	--	228.2	249.6	--	--	Short-term Incentive	6	6	100%
Base Salary - Org Wtd	6	6	--	--	228.2	249.6	--	--	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	6	6	--	--	228.2	249.6	--	--	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	3	50%
Incentives												
Short-term Incentive (Target)	5	5	--	--	75.3	99.5	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	6	6	--	--	89.9	93.4	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	307.6	343.0	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	307.6	343.0	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	307.6	343.0	--	--	Short-term Incentive (Actual)	6	6	35.4%
Total Cash Comp (Target)	6	6	--	--	302.0	332.5	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	313.5	361.0	--	--	Short-term Incentive (Target)	5	5	36.0%
									Short-term Incentive (Maximum)	4	4	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	3	3	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	6	6	--	--	307.6	484.3	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--		Num Orgs	Num Obs	Org Wtd
									Minimum	4	4	--
									Midpoint	4	4	--
									Maximum	4	4	--

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO). Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	20	20	91%	
Base Salary - Inc Wtd	22	22	159.3	179.0	226.2	251.7	273.7	424.1	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	22	22	159.3	179.0	226.2	251.7	273.7	424.1	Profit Sharing	2	2	15%	
Base Salary - Incentive Eligible	20	20	157.1	176.1	232.5	256.8	280.3	460.4	Long-term Incentive	11	11	58%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	16	16	30.9	51.0	74.9	104.1	137.4	274.0	Stock/Share Options	30%	22%		
Short-term Incentive (Actual)	20	20	12.2	27.6	102.6	109.0	176.3	277.4	Share Appreciation Rights (SARs)	0%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	70%	67%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	20%	11%		
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	9	9	--	101.7	165.0	189.3	233.0	--	Long-term Cash	30%	33%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	22	22	171.9	224.4	280.8	351.6	442.2	675.0	Short-term Incentive (Actual)	20	20	39.0%	39.0%
Total Cash Comp (Actual) - Org Wtd	22	22	171.9	224.4	280.8	351.6	442.2	675.0	Short-term Incentive (Threshold)	5	5	14.4%	14.4%
Total Cash Comp (Actual) - Rcvrs	20	20	171.6	231.6	287.5	366.6	446.9	734.7	Short-term Incentive (Target)	16	16	34.9%	34.9%
Total Cash Comp (Target)	20	20	170.9	223.1	273.6	340.9	381.8	692.7	Short-term Incentive (Maximum)	9	9	56.9%	56.9%
Total Cash Comp (Target) - Rcvrs	16	16	192.3	233.4	317.3	373.4	400.1	822.0	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	22	22	171.9	224.4	287.5	429.0	578.3	1,070.9	Profit Sharing (Actual)	2	2	--%	--%
Total Direct Comp (Actual) - Rcvrs	9	9	--	418.9	593.8	679.3	952.6	--	Long-term Incentive (Black-Scholes)	9	9	57.3%	57.3%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										15	15	179.2	179.2
Midpoint										15	15	238.7	238.7
Maximum										15	15	298.1	298.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO). Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	17	121.9	162.0	200.0	201.6	242.7	297.5
Base Salary - Org Wtd	17	17	121.9	162.0	200.0	201.6	242.7	297.5
Base Salary - Incentive Eligible	16	16	120.3	160.1	187.5	198.6	236.3	302.8
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	14	25.6	30.3	55.7	73.7	96.5	187.5
Short-term Incentive (Actual)	15	15	21.1	29.7	66.3	59.2	82.4	115.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	82.2	122.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	145.6	186.0	250.0	254.6	320.2	372.1
Total Cash Comp (Actual) - Org Wtd	17	17	145.6	186.0	250.0	254.6	320.2	372.1
Total Cash Comp (Actual) - Rcvrs	15	15	168.1	190.5	257.5	264.6	328.7	391.2
Total Cash Comp (Target)	16	16	150.4	178.9	251.6	260.8	315.7	430.5
Total Cash Comp (Target) - Rcvrs	14	14	146.4	182.5	256.6	267.7	327.5	477.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	145.6	193.3	270.2	298.0	369.6	564.1
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	347.2	388.4	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	94%
Sales Incentive	0	0	0%
Profit Sharing	2	2	15%
Long-term Incentive	6	6	40%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	33%
Share Appreciation Rights (SARs)	17%	17%
Restricted Shares/Share Units	50%	33%
Performance Shares/Share Units	33%	33%
Performance Cash Units	0%	0%
Long-term Cash	17%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	28.5%	28.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	14	14	34.7%	34.7%
Short-term Incentive (Maximum)	7	7	55.3%	55.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	63.3%	63.3%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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2nd Level Finance Executive 210.100.130

2014

US MBD: Mercer Benchmark Database Executive

210.100.130 2nd Level Finance Executive

Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer (CFO) Note: If incumbent is the head of a separate sub-function, such as Controller, Treasurer, etc., please match the incumbent to the appropriate sub-function position This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	58	64	157.4	189.6	241.7	244.2	290.0	331.7
Base Salary - Org Wtd	58	64	148.8	185.4	236.7	239.8	283.2	340.9
Base Salary - Incentive Eligible	41	47	162.0	203.8	253.6	257.4	294.2	365.6
Base Salary - Not Incentive Eligible	5	5	--	--	225.0	203.6	--	--

Incentives								
Short-term Incentive (Target)	34	40	19.7	40.9	75.4	91.8	142.2	175.3
Short-term Incentive (Actual)	29	35	17.4	31.5	68.3	84.0	137.9	171.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	70.8	184.9	236.1	406.0	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	58	64	166.9	204.4	250.0	290.2	364.8	447.0
Total Cash Comp (Actual) - Org Wtd	58	64	162.5	202.9	243.0	277.1	339.6	439.8
Total Cash Comp (Actual) - Rcvs	29	35	210.0	246.0	349.5	357.7	431.1	531.1
Total Cash Comp (Target)	51	57	163.4	207.6	265.0	309.4	417.1	493.4
Total Cash Comp (Target) - Rcvs	34	40	172.2	251.3	363.1	353.9	449.8	519.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	58	64	166.9	204.4	252.5	323.4	398.5	516.6
Total Direct Comp (Actual) - Rcvs	9	9	--	339.4	533.4	608.2	922.6	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	41	47	78%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	13	13	28%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	33%
Share Appreciation Rights (SARs)	8%	11%
Restricted Shares/Share Units	62%	44%
Performance Shares/Share Units	38%	56%
Performance Cash Units	8%	11%
Long-term Cash	31%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	29	35	25.0%	28.5%
Short-term Incentive (Threshold)	12	13	18.2%	17.5%
Short-term Incentive (Target)	34	40	30.8%	32.8%
Short-term Incentive (Maximum)	19	20	48.1%	47.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	9	74.4%	74.4%

Salary Range (Mean)				
Minimum	28	29	170.0	171.3
Midpoint	28	29	223.1	224.9
Maximum	28	29	276.2	278.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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2nd Level Finance Executive 210.100.130

2014

US MBD: Mercer Benchmark Database Executive

210.316.210 Accounting Director

All Organizations

Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Accounting Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	611	2,225	108.9	121.7	140.0	143.3	160.0	181.6
Base Salary - Org Wtd	611	2,225	110.0	124.9	140.0	142.9	157.6	176.2
Base Salary - Incentive Eligible	535	2,017	109.2	122.0	140.0	143.3	160.0	181.5
Base Salary - Not Incentive Eligible	19	40	105.2	113.5	133.5	139.6	167.7	184.6

Incentives								
Short-term Incentive (Target)	478	1,872	14.9	19.6	28.4	31.4	39.9	51.7
Short-term Incentive (Actual)	471	1,827	10.6	18.2	29.1	34.2	45.0	65.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*21	45	1.1	5.1	6.8	11.5	10.7	18.1
Long-term Incentive (Black-Scholes)	220	737	10.5	20.1	28.9	39.0	49.9	76.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	611	2,225	121.0	139.0	163.1	171.6	196.0	234.1
Total Cash Comp (Actual) - Org Wtd	611	2,225	123.2	137.2	161.3	168.0	190.4	221.2
Total Cash Comp (Actual) - Rcvrs	473	1,832	125.9	144.3	170.2	178.1	203.0	239.8
Total Cash Comp (Target)	561	2,086	124.2	140.3	165.4	171.9	195.9	227.0
Total Cash Comp (Target) - Rcvrs	478	1,872	127.7	143.6	169.6	175.3	199.4	229.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	611	2,225	121.1	140.6	170.8	184.5	215.0	263.9
Total Direct Comp (Actual) - Rcvrs	220	737	158.5	184.3	225.0	232.9	267.5	315.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	533	2,015	93%
Sales Incentive	1	2	0%
Profit Sharing	38	81	6%
Long-term Incentive	255	924	45%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	24%
Share Appreciation Rights (SARs)	4%	2%
Restricted Shares/Share Units	74%	67%
Performance Shares/Share Units	27%	23%
Performance Cash Units	7%	1%
Long-term Cash	11%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	471	1,827	21.8%	23.0%
Short-term Incentive (Threshold)	143	389	9.7%	9.6%
Short-term Incentive (Target)	478	1,872	21.7%	21.2%
Short-term Incentive (Maximum)	299	956	38.7%	38.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	21	45	10.2%	8.1%
Long-term Incentive (Black-Scholes)	220	737	24.1%	24.8%

Salary Range (Mean)				
Minimum	443	1,647	106.2	105.7
Midpoint	443	1,647	141.0	141.8
Maximum	443	1,647	175.8	177.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Accounting Director 210.316.210

2014

US MBD: Mercer Benchmark Database Executive

210.316.210 Accounting Director

Consumer Goods

Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Accounting Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	39	97	117.6	132.6	148.3	153.2	174.6	197.7
Base Salary - Org Wtd	39	97	117.6	135.0	145.4	154.0	175.6	198.8
Base Salary - Incentive Eligible	38	80	117.6	133.6	150.5	155.6	185.2	203.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	34	70	14.3	24.8	33.1	37.3	48.9	59.6
Short-term Incentive (Actual)	30	69	15.3	20.9	33.1	35.6	43.7	62.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	18	47	7.5	10.5	33.4	42.9	64.0	121.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	39	97	128.5	145.3	169.4	179.2	208.5	249.4
Total Cash Comp (Actual) - Org Wtd	39	97	131.4	150.2	174.0	182.1	220.3	247.3
Total Cash Comp (Actual) - Rcvs	32	71	139.2	158.4	183.9	192.4	230.7	261.8
Total Cash Comp (Target)	37	73	139.6	158.6	180.0	191.6	224.6	265.2
Total Cash Comp (Target) - Rcvs	34	70	139.3	156.8	180.8	192.1	228.5	269.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	39	97	129.0	151.6	175.7	199.9	243.8	307.1
Total Direct Comp (Actual) - Rcvs	18	47	152.7	173.0	222.5	234.1	295.2	340.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	37	79	99%
Sales Incentive	0	0	0%
Profit Sharing	3	3	5%
Long-term Incentive	21	52	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	45%	34%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	88%	74%
Performance Shares/Share Units	37%	23%
Performance Cash Units	0%	0%
Long-term Cash	2%	2%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	30	69	22.1%	22.5%
Short-term Incentive (Threshold)	10	27	10.0%	9.6%
Short-term Incentive (Target)	34	70	23.3%	23.2%
Short-term Incentive (Maximum)	18	41	42.9%	42.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	18	47	24.0%	26.6%

Salary Range (Mean)				
Minimum	28	63	110.1	111.3
Midpoint	28	63	146.7	148.4
Maximum	28	63	183.3	185.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Accounting Director 210.316.210

2014

US MBD: Mercer Benchmark Database Executive

210.316.210 Accounting Director

Energy

Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Accounting Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	39	105	134.8	146.0	155.3	159.4	171.7	194.1
Base Salary - Org Wtd	39	105	130.0	136.6	151.0	156.6	170.7	196.1
Base Salary - Incentive Eligible	37	102	135.4	147.2	155.6	160.0	172.0	195.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	33	98	22.7	26.0	36.8	37.5	44.1	55.4
Short-term Incentive (Actual)	33	97	23.3	31.1	48.7	49.2	64.1	78.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*22	76	23.7	39.7	65.1	66.7	83.2	112.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	39	105	152.9	176.1	202.0	204.8	228.0	259.9
Total Cash Comp (Actual) - Org Wtd	39	105	136.8	167.2	192.9	198.1	222.3	259.2
Total Cash Comp (Actual) - Rcvrs	33	97	165.9	181.7	206.1	210.2	229.4	261.6
Total Cash Comp (Target)	36	102	156.7	174.4	191.2	195.2	214.4	244.4
Total Cash Comp (Target) - Rcvrs	33	98	164.2	177.4	193.8	197.5	215.0	246.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	39	105	159.3	196.0	255.9	253.2	292.0	347.7
Total Direct Comp (Actual) - Rcvrs	*22	76	205.0	246.5	273.6	279.2	308.6	368.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	36	101	97%
Sales Incentive	0	0	0%
Profit Sharing	3	3	4%
Long-term Incentive	24	80	78%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	29%
Share Appreciation Rights (SARs)	3%	0%
Restricted Shares/Share Units	93%	80%
Performance Shares/Share Units	28%	25%
Performance Cash Units	1%	0%
Long-term Cash	3%	3%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	33	97	30.0%	30.0%
Short-term Incentive (Threshold)	13	52	10.1%	9.6%
Short-term Incentive (Target)	33	98	23.6%	23.1%
Short-term Incentive (Maximum)	26	84	46.6%	44.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	22	76	36.1%	40.7%

Salary Range (Mean)				
Minimum	28	81	125.6	125.7
Midpoint	28	81	159.0	161.5
Maximum	28	81	192.4	197.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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210.316.210 Accounting Director

Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Accounting Executive.

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*42	268	105.6	116.5	124.9	130.3	141.1	160.0
Base Salary - Org Wtd	*42	268	108.9	122.3	139.9	142.4	159.9	173.8
Base Salary - Incentive Eligible	*37	247	--	--	123.3	128.5	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*30	230	--	--	18.6	22.2	--	--
Short-term Incentive (Actual)	*32	223	--	--	26.0	31.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	14	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*19	78	--	--	22.5	25.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*42	268	119.4	135.0	150.7	157.2	174.9	196.4
Total Cash Comp (Actual) - Org Wtd	*42	268	121.9	139.9	158.9	176.5	194.3	255.7
Total Cash Comp (Actual) - Rcvrs	*32	224	--	--	151.0	159.9	--	--
Total Cash Comp (Target)	*37	257	119.9	132.1	142.9	150.8	159.9	188.8
Total Cash Comp (Target) - Rcvrs	*30	230	--	--	142.0	150.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*42	268	119.4	135.6	154.7	164.5	185.1	219.9
Total Direct Comp (Actual) - Rcvrs	*19	78	--	--	196.8	201.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	37	247	92%
Sales Incentive	0	0	0%
Profit Sharing	3	15	19%
Long-term Incentive	23	87	33%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	11%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	91%	--%
Performance Shares/Share Units	14%	--%
Performance Cash Units	1%	--%
Long-term Cash	12%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	32	223	27.4%	24.0%
Short-term Incentive (Threshold)	8	28	8.2%	5.2%
Short-term Incentive (Target)	30	230	24.7%	16.5%
Short-term Incentive (Maximum)	21	76	41.0%	29.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	14	--%	--%
Long-term Incentive (Black-Scholes)	19	78	18.0%	18.7%

Salary Range (Mean)				
Minimum	27	241	100.6	95.0
Midpoint	27	241	139.1	128.4
Maximum	27	241	177.5	161.8

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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High Tech (Manufactured Products)

Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Accounting Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*17	105	123.5	129.9	136.9	139.8	150.3	158.0
Base Salary - Org Wtd	*17	105	120.1	135.3	140.2	144.2	155.7	175.2
Base Salary - Incentive Eligible	*17	105	123.5	129.9	136.9	139.8	150.3	158.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*17	105	5.0	5.5	18.7	16.1	21.7	30.4
Short-term Incentive (Actual)	*15	102	7.7	8.7	15.1	18.0	24.9	32.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	36	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*17	105	133.9	143.6	156.3	157.3	167.8	182.4
Total Cash Comp (Actual) - Org Wtd	*17	105	138.5	148.7	155.9	163.9	172.9	204.9
Total Cash Comp (Actual) - Rcvs	*15	102	134.4	143.7	156.3	157.1	167.2	181.6
Total Cash Comp (Target)	*17	105	134.2	141.9	153.6	155.9	165.1	182.2
Total Cash Comp (Target) - Rcvs	*17	105	134.2	141.9	153.6	155.9	165.1	182.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*17	105	134.5	144.4	160.4	182.5	218.3	255.5
Total Direct Comp (Actual) - Rcvs	*4	36	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	105	100%
Sales Incentive	0	0	0%
Profit Sharing	0	--	--%
Long-term Incentive	6	43	42%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	102	15.7%	12.9%
Short-term Incentive (Threshold)	2	7	--%	--%
Short-term Incentive (Target)	17	105	14.9%	11.5%
Short-term Incentive (Maximum)	10	58	22.7%	12.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	36	--%	--%

Salary Range (Mean)				
Minimum	14	102	104.9	108.9
Midpoint	14	102	137.6	141.6
Maximum	14	102	170.4	174.4

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210.316.210 Accounting Director

High Tech (Services)

Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Accounting Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	51	105.4	113.4	137.6	138.4	161.5	167.8
Base Salary - Org Wtd	14	51	108.8	125.1	148.0	143.4	160.4	169.3
Base Salary - Incentive Eligible	13	41	107.0	128.0	143.2	144.7	164.8	171.6
Base Salary - Not Incentive Eligible	*1	6	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	41	19.1	21.8	31.7	31.5	40.3	44.7
Short-term Incentive (Actual)	13	36	17.3	20.2	26.6	30.7	41.8	49.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	17	--	--	35.0	36.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	51	113.2	126.4	163.0	160.0	189.6	209.6
Total Cash Comp (Actual) - Org Wtd	14	51	121.4	152.7	177.0	171.1	190.5	209.3
Total Cash Comp (Actual) - Rcvrs	13	36	128.1	153.9	175.9	175.4	192.2	216.2
Total Cash Comp (Target)	14	51	113.2	125.9	172.0	163.7	189.8	211.7
Total Cash Comp (Target) - Rcvrs	13	41	129.9	150.9	177.1	176.2	195.4	214.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	51	113.2	134.5	165.7	172.0	215.0	235.3
Total Direct Comp (Actual) - Rcvrs	*5	17	--	--	223.7	199.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	41	87%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	17	34%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	59%	47%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	71%	71%
Performance Shares/Share Units	41%	41%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	36	21.7%	21.5%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	13	41	20.8%	21.9%
Short-term Incentive (Maximum)	4	14	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	17	31.0%	27.3%

Salary Range (Mean)				
Minimum	9	32	107.2	96.3
Midpoint	9	32	149.1	140.2
Maximum	9	32	191.1	184.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Insurance

Primary responsibilities include developing and implementing accounting policies and operations of accounting systems, budgeting, and financial report preparation. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Accounting Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*68	526	110.5	123.5	144.2	148.7	170.0	195.0
Base Salary - Org Wtd	*68	526	114.7	121.6	133.3	136.6	146.4	164.6
Base Salary - Incentive Eligible	*65	504	110.1	123.3	143.6	148.3	167.9	194.6
Base Salary - Not Incentive Eligible	*1	6	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*57	478	16.6	22.2	32.7	35.0	41.6	60.9
Short-term Incentive (Actual)	*61	476	12.5	21.3	36.3	40.4	54.2	73.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	7	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*20	158	12.0	15.8	28.1	28.3	35.0	44.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*68	526	124.5	144.2	177.7	185.4	214.8	255.5
Total Cash Comp (Actual) - Org Wtd	*68	526	124.9	139.4	162.0	164.9	178.7	213.9
Total Cash Comp (Actual) - Rcvrs	*61	477	125.2	146.5	182.3	189.0	220.7	264.0
Total Cash Comp (Target)	*61	506	127.3	147.0	177.0	182.4	209.8	243.1
Total Cash Comp (Target) - Rcvrs	*57	478	129.0	149.0	178.2	184.2	211.7	244.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*68	526	124.8	145.6	184.1	193.8	222.5	283.8
Total Direct Comp (Actual) - Rcvrs	*20	158	168.2	193.6	242.0	249.4	294.8	352.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	65	504	96%
Sales Incentive	0	--	--%
Profit Sharing	5	--	--%
Long-term Incentive	24	242	48%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	10%	9%
Share Appreciation Rights (SARs)	2%	0%
Restricted Shares/Share Units	50%	47%
Performance Shares/Share Units	49%	40%
Performance Cash Units	17%	3%
Long-term Cash	16%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	61	476	22.5%	26.1%
Short-term Incentive (Threshold)	17	53	7.9%	8.0%
Short-term Incentive (Target)	57	478	19.6%	22.8%
Short-term Incentive (Maximum)	38	201	29.3%	32.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	7	--%	--%
Long-term Incentive (Black-Scholes)	20	158	17.7%	16.6%

Salary Range (Mean)				
Minimum	47	408	102.7	107.2
Midpoint	47	408	136.8	148.5
Maximum	47	408	171.0	189.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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