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# I. INTRODUCTION

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On behalf of the Petroleum Services Association of Canada (PSAC), Willis Towers Watson is pleased to present the PSAC 2018 Total Compensation Survey Report (Survey Report). The purpose of this Survey Report is to provide comprehensive information to assist in the management of human resources.

The PSAC 2018 Total Compensation Survey Report reflects data from **54** participating organizations who submitted data for **22,492** employees. Data were received for **293** benchmark positions.

## A. New in 2018

### Pressure Pumping matches are reported as Salaried

Based on discussions with participants, it was agreed that all Pressure Pumping job matches would be submitted as Salaried to allow for the reporting of annualized cash compensation for as many benchmarks and specialties as possible (i.e., cementing/acidizing, nitrogen, coil tubing, hydraulic fracturing). Details on the conversion methodology for Hourly and Day Rate job matches can be found within Chapter IV - Guidelines for Using Survey Data, under the Methodology section.

### New field – Normal Basis of Pay

As some Pressure Pumping job matches have been converted from Hourly or Day Rate to Salaried, a new field appears on the second page of the position summary table indicating the normal form of base pay for these benchmarks. Although intended primarily for Pressure Pumping benchmark positions (9751-9753, 9761-9763), if another benchmark includes a converted job match then details on the normal form of base pay for that converted match will be indicated, e.g., if we indicate 1 Org. and 1 Inc. under Hourly, this means one hourly job match was converted to salaried status and included in the analyses for salaried employees.

### New benchmark positions

Six new positions were added this year:

- 4093 Project Manager
- 9533 Boom/Picker Truck Operator
- 9365 Steamfitter/Pipefitter – 1<sup>st</sup> Year Apprentice
- 9366 Steamfitter/Pipefitter – 2<sup>nd</sup> Year Apprentice
- 9367 Steamfitter/Pipefitter – 3<sup>rd</sup> Year Apprentice
- 9368 Steamfitter/Pipefitter – Journeyman

## B. Confidentiality

We strive to ensure that your sensitive data remain confidential at all times. All data provided have not been used for any purpose whatsoever other than to generate a report showing the aggregate results.

Each organization is required to adhere to the Confidentiality Agreement signed by the participant and Petroleum Services Association of Canada (PSAC) which limits disclosure of information pertaining to the Survey Report to defined parties in connection with the participant on a need-to-know basis only.

## C. Contact Us

Willis Towers Watson appreciates the opportunity to conduct this survey on behalf of the Petroleum Services Association of Canada.

PSAC thanks all participating organizations for their contributions. Your comments and suggestions are welcome.

For **overall survey comments and suggestions**, please contact:

Doug Journeay  
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### III. SURVEY PARTICIPANTS

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AKITA Drilling Ltd.	Gateway Tubulars Ltd.	Remote Group
Apex Distribution Inc.	Grant Production Testing Services Ltd.	Resource Well Completion Technologies Inc.
Apex Oilfield Services (2000) Inc.	Halliburton Group Canada	Roska DBO Inc.
Argus Machine Co. Ltd.	Hallmark Tubulars Ltd.	Sanjel Energy Services Inc.
Baker Hughes, a GE Company	High Arctic Energy Services Inc.	Schlumberger Canada Limited
BJ Services Canada Holdings, ULC	Ideal Completion Services Inc.	Startec Compression and Process Ltd.
Black Diamond Group Limited	Import Tool Corp. Ltd.	STEP Energy Services Ltd.
Borets Canada Ltd.	Nabors Drilling Canada Limited	Strad Energy Services Ltd.
Calfrac Well Services Ltd.	Nanometrics Inc.	Stream-Flo Industries Ltd.
CEDA International Corporation	National Oilwell Varco	Strike Group Limited Partnership
Clean Harbors Industrial Services Canada	NCS Multistage Inc.	Tenaris Global Services (Canada) Inc.
ClearStream Energy Services Inc.	Newpark Drilling Fluids	Tier 1 Energy Solutions Inc.
CWC Energy Services Corp.	Pacesetter Directional Drilling Ltd.	Tiger Calcium Services Inc.
DistributionNOW, a Division of DNOW Canada ULC	Patterson-UTI Energy Inc.	Trican Well Service Ltd.
Enersul Inc.	Pimee Well Servicing L.P.	Tundra Process Solutions Ltd.
Ensign Energy Services Inc.	Precision Drilling Corporation	Weatherford Canada Ltd.
Forum Energy Technologies	ProTechnics, a Division of Core Laboratories Canada Ltd.	Weir Oil and Gas
Frac Shack International Inc.	Pulse Seismic Inc.	WISE Intervention Services Inc.

## IV. GUIDELINES FOR USING SURVEY DATA

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### A. Methodology

Comprehensive questionnaires outlining survey requirements were distributed to all participants at the outset of the process. All participants were asked to attend an information session that provided an overview of the survey process, guidelines for completing the survey, and matching to the benchmark positions. Survey data were collected from participants through paper questionnaires or electronically, effective April 1, 2018. All data submissions were reviewed thoroughly prior to inclusion in the database; where data were missing or seemed inappropriate, participants were contacted for verification. Extreme or questionable data may have been removed from the sample.

**Reporting requirements:** A minimum of 4 companies are required before any statistics will be displayed. Averages require a minimum of four data points, medians (P50) require a minimum of four data points, quartiles (P25 & P75) require a minimum of five data points and deciles (P10 & P90) require a minimum of ten data points. Blanks or dashes indicate instances where there are insufficient data. In addition, no organization's data dominates the sample statistics by more than 35 percent.

**Conversion methodology for Pressure Pumping benchmarks:** All job matches to Pressure Pumping benchmarks (9751-9753, 9761-9763) are reported on a salaried basis. For job matches which are normally paid on an hourly basis, the standard hourly rate is multiplied by 2,080 hours (e.g., \$25.00/hour x 2080 = \$52,000). For those matches normally paid on a day rate basis, the standard day rate is multiplied by 260 days (e.g., \$190/day x 260 = \$49,400). In addition, if actual annual overtime values are not available for hourly job matches, participants were asked to calculate overtime as 1.5x the standard hourly rate, multiplied by 1,040 hours. (Note that 1,040 hours reflects 4 hours of overtime per day, based on employees working 12 hours per day for 260 days per year.)

### B. Matching Your Jobs

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



## C. General Guidelines

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

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

## D. Updating Survey Data

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

1. Divide the current year budgeted salary increase (3% for example) by 12 (the number of months in a year):  $3.0\% / 12 = 0.25\%$
2. Multiply the prorated monthly budgeted salary increase (0.25% for this example) by the number of elapsed months since the effective date of the data. Assuming the effective date of the data was April 1 and the desired update is September 1, 5 months have elapsed for purposes of this example:  $0.25\% \times 5 = 1.25\%$
3. Multiply the base salary by the update factor. Add this to the annual base salary to determine the predicted base salary at September 1:  $\$50,000 \times 1.25\% = \$625$   
Predicted Base Salary at September 1:  $\$50,000 + \$625 = \$50,625$

## V. DEFINITIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Field Pay:** Monies earned for successful completion of field jobs during the year. Payments are in addition to base pay, and typically earned on a per-job basis either as a flat rate, percentage of the customer fee, day rate, or combination of payment types. Also called Job Bonus.

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

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

**Living Allowance (also known as Northern Living Allowance):** Monthly amount paid to individuals working/living in a remote work location, or a location with a high cost of living, or a location that is deemed less than desirable.

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

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

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

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

**Normal Basis of Pay:** Reflects the normal form of base compensation for job matches to a benchmark position if the base compensation was converted from one form of compensation to another (e.g., Salaried to Hourly, Hourly to Salaried, etc.). Although primarily for Pressure Pumping benchmarks, statistics may also appear for other benchmarks if a job match is converted in order to include the match in statistical results.

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

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

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

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

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

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

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

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

**Purchased Vehicle – Max Replacement Value:** The average maximum 2018 vehicle purchase price reported by participants for a company-purchased vehicle for business and personal use.

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

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

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

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

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

There are two reasons for this:

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

## XII. POSITION CODE/TITLE LISTING

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The following lists indicate all 294 benchmark positions covered in this year's Survey – by functional position area, standard title, and position code (with standard title). You may observe that not all "functional" positions will fall together in numerical sequence. There are a couple of reasons for this, including:

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

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

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

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

**Note: all benchmark descriptions (beginning on page 71) and all position data (beginning on page 119) are sorted by the 4-digit position code.**

## BENCHMARK LIST - BY FUNCTIONAL AREA

### CORPORATE EXECUTIVE

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

### FINANCE

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

### HUMAN RESOURCES

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

### OFFICE

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

### MANUFACTURING/DISTRIBUTION

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

9458 Mechanic – Heavy Duty – 4<sup>th</sup> Year Apprentice  
 9459 Mechanic – Heavy Duty – Journeyman  
 9460 Mechanic – Heavy Duty – Supervisor  
 9345 Millwright – 1<sup>st</sup> Year Apprentice  
 9346 Millwright – 2<sup>nd</sup> Year Apprentice  
 9347 Millwright – 3<sup>rd</sup> Year Apprentice  
 9348 Millwright – 4<sup>th</sup> Year Apprentice  
 9349 Millwright – Journeyman  
 5203 Parts Person  
 5014 Plant/Production Maintenance Manager  
 5010 Plant Manager  
 5011 Production Superintendent  
 5301 Quality Control Analyst/Inspector – Junior  
 5302 Quality Control Analyst/Inspector – Intermediate  
 5303 Quality Control Analyst/Inspector – Senior  
 5073 Quality Control Manager  
 5030 Scheduler/Production Planner – Junior  
 5031 Scheduler/Production Planner – Intermediate  
 5032 Scheduler/Production Planner – Senior  
 5013 Shipper/Receiver  
 9573 Shop Foreman  
 5208 Shop Help/General Labourer  
 9365 Steamfitter/Pipefitter – 1<sup>st</sup> Year Apprentice **NEW**  
 9366 Steamfitter/Pipefitter – 2<sup>nd</sup> Year Apprentice **NEW**  
 9367 Steamfitter/Pipefitter – 3<sup>rd</sup> Year Apprentice **NEW**  
 9368 Steamfitter/Pipefitter – Journeyman **NEW**  
 5362 Supply Chain Coordinator  
 5370 Supply Chain Manager  
 5171 Valve Technician – Junior  
 5172 Valve Technician – Intermediate  
 5173 Valve Technician – Senior  
 5025 Warehouse Manager  
 5200 Warehouse Worker – Junior  
 5201 Warehouse Worker – Intermediate  
 5202 Warehouse Worker – Senior  
 9535 Welder – 1<sup>st</sup> Year Apprentice  
 9536 Welder – 2<sup>nd</sup> Year Apprentice  
 9537 Welder – 3<sup>rd</sup> Year Apprentice  
 9539 Welder – Journeyman  
 9544 Welder, Non-Ticketed  
 9545 Welder – Supervisor  
 9570 Yard Coordinator

### ENGINEERING/TECHNICAL

3120 Computer Aided Design (CAD) Designer – Junior  
 3121 Computer Aided Design (CAD) Designer – Intermediate  
 3122 Computer Aided Design (CAD) Designer – Senior  
 3110 Computer Aided Design (CAD) Drafter – Junior  
 3111 Computer Aided Design (CAD) Drafter – Intermediate  
 3112 Computer Aided Design (CAD) Drafter – Senior  
 3129 Computer Aided Design (CAD) Manager  
 9311 Electrical Technician – Junior

9312 Electrical Technician – Intermediate  
 9313 Electrical Technician – Senior  
 9305 Electrician – 1<sup>st</sup> Year Apprentice  
 9306 Electrician – 2<sup>nd</sup> Year Apprentice  
 9307 Electrician – 3<sup>rd</sup> Year Apprentice  
 9308 Electrician – 4<sup>th</sup> Year Apprentice  
 9309 Electrician – Journeyman  
 3031 Engineer I  
 3032 Engineer II  
 3033 Engineer III  
 3034 Engineer IV  
 3035 Engineer V  
 3036 Engineer VI  
 3060 Engineering Manager  
 3070 Engineering Executive  
 3220 Engineering Technologist – Junior  
 3221 Engineering Technologist – Intermediate  
 3222 Engineering Technologist – Senior  
 9301 Field Engineer – Junior  
 9302 Field Engineer – Intermediate  
 9303 Field Engineer – Senior  
 9120 Instrumentation Technologist  
 9135 Instrument Technician – 1<sup>st</sup> Year Apprentice  
 9136 Instrument Technician – 2<sup>nd</sup> Year Apprentice  
 9137 Instrument Technician – 3<sup>rd</sup> Year Apprentice  
 9138 Instrument Technician – 4<sup>th</sup> Year Apprentice  
 9139 Instrument Technician – Journeyman  
 3511 Laboratory Technologist – Junior  
 3512 Laboratory Technologist – Intermediate  
 3513 Laboratory Technologist – Senior  
 3515 Laboratory Supervisor  
 9251 Mechanical/Service Centre Technician – Jr.  
 9252 Mechanical/Service Centre Technician – Int.  
 9253 Mechanical/Service Centre Technician – Sr.  
 9810 Sales Technical Support Engineer

**PURCHASING**

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

**INFORMATION TECHNOLOGY**

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

6083 Network Administrator – Senior  
 6086 Network Analyst – Junior  
 6087 Network Analyst – Intermediate  
 6088 Network Analyst – Senior

**SALES/MARKETING**

8010 Order Desk Clerk  
 8011 Sales Representative, Remote – Junior  
 8013 Sales Representative, Remote – Intermediate  
 8014 Sales Representative, Remote – Senior  
 8051 Sales Assistant/Coordinator – Junior  
 8052 Sales Assistant/Coordinator – Intermediate  
 8053 Sales Assistant/Coordinator – Senior  
 8250 Sales Manager – National  
 9815 Sales Manager  
 9810 Sales Technical Support Engineer  
 9861 Sales Representative – Junior  
 9862 Sales Representative – Intermediate  
 9863 Sales Representative – Senior  
 9864 Sales Representative – Advanced  
 8305 Marketing Coordinator  
 8370 Marketing Manager  
 8390 Marketing and Sales Executive  
 9850 Business Development Manager

**FIELD OPERATIONS**

9485 Assistant Manager, Operations  
 9515 Crew Coordinator/Dispatcher  
 9601 Directional Drilling Operator – Junior  
 9602 Directional Drilling Operator – Intermediate  
 9603 Directional Drilling Operator – Senior  
 9615 Directional Drilling Coordinator  
 9475 District Manager  
 9624 Drilling – Derrickman  
 9625 Drilling – Drilling Supervisor/Driller  
 9641 Drilling – Field Superintendent  
 9622 Drilling – Floorhand  
 9621 Drilling – Leaseman  
 9623 Drilling – Motorhand  
 9640 Drilling – Rig Manager  
 9831 Drilling Fluid Service Representative – Junior  
 9832 Drilling Fluid Service Representative – Intermediate  
 9833 Drilling Fluid Service Representative – Senior  
 9465 Field Administrative Assistant  
 9480 Field Coordinator  
 9301 Field Engineer – Junior  
 9302 Field Engineer – Intermediate  
 9303 Field Engineer – Senior  
 9711 Field Operations Supervisor – Junior  
 9712 Field Operations Supervisor – Intermediate  
 9713 Field Operations Supervisor – Senior  
 9701 Field Operator – Junior  
 9702 Field Operator – Intermediate  
 9703 Field Operator – Senior  
 9201 Field Service Representative

9190 Field Services Technician – Junior  
 9191 Field Services Technician – Intermediate  
 9192 Field Services Technician – Senior  
 9921 Field Supervisor, Well Servicing – Junior  
 9922 Field Supervisor, Well Servicing – Intermediate  
 9923 Field Supervisor, Well Servicing – Senior  
 9180 Field Technician  
 9951 MWD Specialist – Junior  
 9952 MWD Specialist – Intermediate  
 9953 MWD Specialist – Senior  
 9954 MWD Coordinator  
 9490 Operations Manager I  
 9491 Operations Manager II  
 9492 Operations Manager III  
 9493 Operations Manager IV  
 9494 Operations Manager V  
 9751 Pressure Pumping Services Operator – Junior  
 9752 Pressure Pumping Services Operator – Intermediate  
 9753 Pressure Pumping Services Operator – Senior  
 9761 Pressure Pumping Services Supervisor – Junior  
 9762 Pressure Pumping Services Supervisor – Intermediate  
 9763 Pressure Pumping Services Supervisor – Senior  
 9161 Solids Control Technician – Junior  
 9162 Solids Control Technician – Intermediate  
 9163 Solids Control Technician – Senior  
 9902 Well Servicing – Derrickhand  
 9904 Well Servicing – Driller (Operator)  
 9901 Well Servicing – Floorhand  
 9910 Well Servicing – Rig Manager (Tool Push)  
 9931 Wireline Specialist – Junior  
 9932 Wireline Specialist – Intermediate  
 9933 Wireline Specialist – Senior

**OTHER**

4090 Project Administrator  
 4091 Project Coordinator  
 4093 Project Manager **NEW**  
 4094 Senior Project Manager  
 4098 Director, Project Management  
 9020 Estimator  
 9029 Manager, Estimating  
 9035 Project Superintendent  
 9522 Winch Tractor/Bed Truck Operator  
 9524 Swamper  
 9526 Truck Driver – Local  
 9528 Driver – Tractor Trailer  
 9530 Bulk Haul Truck Operator  
 9533 Boom/Picker Truck Operator **NEW**  
 9577 Training Coordinator  
 9579 Training Manager  
 9581 OHSE Specialist – Junior  
 9582 OHSE Specialist – Intermediate  
 9583 OHSE Specialist – Senior  
 9585 OHSE Manager



## BY POSITION CODE (Standard Title)

1020 President and Chief Executive Officer (CEO)  
 1030 Canadian Subsidiary President  
 1040 Executive Vice President and Chief Operating Officer (COO)  
 1050 Operations Executive (Non-manufacturing)  
 1070 Divisional VP/General Manager  
 1080 Regional General Manager  
 1240 Legal Counsel  
 3031 Engineer I  
 3032 Engineer II  
 3033 Engineer III  
 3034 Engineer IV  
 3035 Engineer V  
 3036 Engineer VI  
 3060 Engineering Manager  
 3070 Engineering Executive  
 3110 Computer Aided Design (CAD) Drafter – Junior  
 3111 Computer Aided Design (CAD) Drafter – Int.  
 3112 Computer Aided Design (CAD) Drafter – Sr.  
 3120 Computer Aided Design (CAD) Designer – Junior  
 3121 Computer Aided Design (CAD) Designer – Intermediate  
 3122 Computer Aided Design (CAD) Designer – Senior  
 3129 Computer Aided Design (CAD) Manager  
 3220 Engineering Technologist – Junior  
 3221 Engineering Technologist – Intermediate  
 3222 Engineering Technologist – Senior  
 3511 Laboratory Technologist – Junior  
 3512 Laboratory Technologist – Intermediate  
 3513 Laboratory Technologist – Senior  
 3515 Laboratory Supervisor  
 4010 Clerical – Junior  
 4011 Clerical – Intermediate  
 4012 Clerical – Senior/Specialist  
 4020 Receptionist  
 4039 Administrative Assistant – Junior  
 4040 Administrative Assistant – Intermediate  
 4041 Administrative Assistant – Senior  
 4045 Administrative Assistant – Executive  
 4060 Paralegal  
 4070 Communications Coordinator  
 4079 Communications Manager  
 4080 Intranet Administrator  
 4090 Project Administrator  
 4091 Project Coordinator  
 4093 Project Manager **NEW**  
 4094 Senior Project Manager  
 4098 Director, Project Management  
 4110 Payroll Administrator – Junior  
 4111 Payroll Administrator – Intermediate  
 4113 Payroll Administrator – Senior  
 4114 Payroll/Benefits Administrator

4115 Payroll Supervisor  
 4117 Payroll Manager  
 4220 Benefits Administrator  
 4310 Human Resource Assistant  
 4319 Human Resource Generalist – Junior  
 4320 Human Resource Generalist – Intermediate  
 4325 Human Resource Generalist – Senior  
 4330 Human Resource Manager  
 4381 Recruitment Specialist – Junior  
 4382 Recruitment Specialist – Intermediate  
 4383 Recruitment Specialist – Senior  
 4490 Human Resources Director  
 4510 Buyer – Junior  
 4511 Buyer – Intermediate  
 4512 Buyer – Senior  
 4530 Purchasing Manager  
 4535 Procurement Manager  
 4610 Accounting Clerk – Junior  
 4611 Accounting Clerk – Intermediate  
 4612 Accounting Clerk – Senior  
 4615 Supervisor, Accounting Clerks  
 4619 Accountant – Junior  
 4620 Accountant – Intermediate  
 4621 Accountant – Senior  
 4630 Accounting Manager  
 4642 Business Analyst  
 4645 Financial Analyst – Junior  
 4646 Financial Analyst – Intermediate  
 4647 Financial Analyst – Senior  
 4650 Cost Accountant  
 4660 Tax Accountant  
 4670 Tax Manager  
 4751 Credit/Collections Clerk – Junior  
 4752 Credit/Collections Clerk – Intermediate  
 4753 Credit/Collections Clerk – Senior  
 4760 Credit/Collections Manager  
 4810 Treasurer  
 4830 Controller  
 4860 Financial Reporting Manager  
 4910 Chief Financial Officer/Finance Executive  
 4973 Contracts Administrator  
 4975 Contracts Administration Manager  
 4981 Document Control Clerk – Junior  
 4982 Document Control Clerk – Intermediate  
 4983 Document Control Clerk – Senior  
 5001 Lead Hand  
 5010 Plant Manager  
 5011 Production Superintendent  
 5013 Shipper/Receiver  
 5014 Plant/Production Maintenance Manager  
 5020 Logistics Coordinator

5025 Warehouse Manager  
 5030 Scheduler/Production Planner – Junior  
 5031 Scheduler/Production Planner – Intermediate  
 5032 Scheduler/Production Planner – Senior  
 5055 Equipment Manager  
 5065 Lean Practitioner/Specialist  
 5069 Lean Manager  
 5070 Manufacturing Executive  
 5073 Quality Control Manager  
 5101 Assembler – Junior  
 5102 Assembler – Intermediate  
 5103 Assembler – Senior  
 5151 Machine Operator – Junior  
 5152 Machine Operator – Intermediate  
 5153 Machine Operator – Senior  
 5171 Valve Technician – Junior  
 5172 Valve Technician – Intermediate  
 5173 Valve Technician – Senior  
 5200 Warehouse Worker – Junior  
 5201 Warehouse Worker – Intermediate  
 5202 Warehouse Worker – Senior  
 5203 Parts Person  
 5208 Shop Help/General Labourer  
 5301 Quality Control Analyst/Inspector – Junior  
 5302 Quality Control Analyst/Inspector – Intermediate  
 5303 Quality Control Analyst/Inspector – Senior  
 5357 Inventory Control Coordinator  
 5359 Inventory Control Manager  
 5362 Supply Chain Coordinator  
 5370 Supply Chain Manager  
 6034 Help Desk Support  
 6060 Desktop Support Technician – Junior  
 6061 Desktop Support Technician – Intermediate  
 6062 Desktop Support Technician – Senior  
 6081 Network Administrator – Junior  
 6082 Network Administrator – Intermediate  
 6083 Network Administrator – Senior  
 6086 Network Analyst – Junior  
 6087 Network Analyst – Intermediate  
 6088 Network Analyst – Senior  
 6120 Applications Programmer/Analyst – Junior  
 6121 Applications Programmer/Analyst – Intermediate  
 6122 Applications Programmer/Analyst – Senior  
 6145 IT/IS Director  
 8010 Order Desk Clerk  
 8011 Sales Representative, Remote – Junior  
 8013 Sales Representative, Remote – Int.  
 8014 Sales Representative, Remote – Senior  
 8051 Sales Assistant/Coordinator – Junior  
 8052 Sales Assistant/Coordinator – Intermediate  
 8053 Sales Assistant/Coordinator – Senior

8250 Sales Manager – National  
8305 Marketing Coordinator  
8370 Marketing Manager  
8390 Marketing and Sales Executive  
8420 Customer Service Representative  
8425 Customer Service Manager  
9020 Estimator  
9029 Manager, Estimating  
9035 Project Superintendent  
9105 IT/S Manager  
9120 Instrumentation Technologist  
9135 Instrument Technician – 1<sup>st</sup> Year Apprentice  
9136 Instrument Technician – 2<sup>nd</sup> Year Apprentice  
9137 Instrument Technician – 3<sup>rd</sup> Year Apprentice  
9138 Instrument Technician – 4<sup>th</sup> Year Apprentice  
9139 Instrument Technician – Journeyman  
9161 Solids Control Technician – Junior  
9162 Solids Control Technician – Intermediate  
9163 Solids Control Technician – Senior  
9180 Field Technician  
9190 Field Services Technician – Junior  
9191 Field Services Technician – Intermediate  
9192 Field Services Technician – Senior  
9201 Field Service Representative  
9251 Mechanical/Service Centre Technician – Junior  
9252 Mechanical/Service Centre Technician – Int.  
9253 Mechanical/Service Centre Technician – Senior  
9301 Field Engineer – Junior  
9302 Field Engineer – Intermediate  
9303 Field Engineer – Senior  
9305 Electrician – 1<sup>st</sup> Year Apprentice  
9306 Electrician – 2<sup>nd</sup> Year Apprentice  
9307 Electrician – 3<sup>rd</sup> Year Apprentice  
9308 Electrician – 4<sup>th</sup> Year Apprentice  
9309 Electrician – Journeyman  
9311 Electrical Technician – Junior  
9312 Electrical Technician – Intermediate  
9313 Electrical Technician – Senior  
9335 Machinist – 1<sup>st</sup> Year Apprentice  
9336 Machinist – 2<sup>nd</sup> Year Apprentice  
9337 Machinist – 3<sup>rd</sup> Year Apprentice  
9338 Machinist – 4<sup>th</sup> Year Apprentice  
9339 Machinist – Journeyman  
9345 Millwright – 1<sup>st</sup> Year Apprentice  
9346 Millwright – 2<sup>nd</sup> Year Apprentice  
9347 Millwright – 3<sup>rd</sup> Year Apprentice  
9348 Millwright – 4<sup>th</sup> Year Apprentice  
9349 Millwright – Journeyman

9365 Steamfitter/Pipefitter – 1<sup>st</sup> Year Apprentice **NEW**  
9366 Steamfitter/Pipefitter – 2<sup>nd</sup> Year Apprentice **NEW**  
9367 Steamfitter/Pipefitter – 3<sup>rd</sup> Year Apprentice **NEW**  
9368 Steamfitter/Pipefitter – Journeyman **NEW**  
9410 Administration/Office Manager  
9455 Mechanic – Heavy Duty – 1<sup>st</sup> Year Apprentice  
9456 Mechanic – Heavy Duty – 2<sup>nd</sup> Year Apprentice  
9457 Mechanic – Heavy Duty – 3<sup>rd</sup> Year Apprentice  
9458 Mechanic – Heavy Duty – 4<sup>th</sup> year Apprentice  
9459 Mechanic – Heavy Duty – Journeyman  
9460 Mechanic – Heavy Duty – Supervisor  
9465 Field Administrative Assistant  
9475 District Manager  
9480 Field Coordinator  
9485 Assistant Manager, Operations  
9490 Operations Manager I  
9491 Operations Manager II  
9492 Operations Manager III  
9493 Operations Manager IV  
9494 Operations Manager V  
9501 Store Manager  
9505 Bulk Plant Operator – Junior  
9506 Bulk Plant Operator – Intermediate  
9507 Bulk Plant Operator – Senior  
9515 Crew Coordinator/Dispatcher  
9520 Dispatcher  
9521 Dispatcher – Senior  
9522 Winch Tractor/Bed Truck Operator  
9524 Swamper  
9526 Truck Driver – Local  
9528 Driver – Tractor Trailer  
9530 Bulk Haul Truck Operator  
9533 Boom/Picker Truck Operator **NEW**  
9535 Welder – 1<sup>st</sup> Year Apprentice  
9536 Welder – 2<sup>nd</sup> Year Apprentice  
9537 Welder – 3<sup>rd</sup> Year Apprentice  
9539 Welder – Journeyman  
9544 Welder, Non-Ticketed  
9545 Welder – Supervisor  
9570 Yard Coordinator  
9573 Shop Foreman  
9577 Training Coordinator  
9579 Training Manager  
9581 OHSE Specialist – Junior  
9582 OHSE Specialist – Intermediate  
9583 OHSE Specialist – Senior  
9585 OHSE Manager  
9601 Directional Drilling Operator – Junior

9602 Directional Drilling Operator – Intermediate  
9603 Directional Drilling Operator – Senior  
9615 Directional Drilling Coordinator  
9621 Drilling – Leaseman  
9622 Drilling – Floorhand  
9623 Drilling – Motorhand  
9624 Drilling – Derrickman  
9625 Drilling – Drilling Supervisor/Driller  
9640 Drilling – Rig Manager  
9641 Drilling – Field Superintendent  
9701 Field Operator – Junior  
9702 Field Operator – Intermediate  
9703 Field Operator – Senior  
9711 Field Operations Supervisor – Junior  
9712 Field Operations Supervisor – Intermediate  
9713 Field Operations Supervisor – Senior  
9751 Pressure Pumping Services Operator – Junior  
9752 Pressure Pumping Services Operator – Intermediate  
9753 Pressure Pumping Services Operator – Senior  
9761 Pressure Pumping Services Supervisor – Junior  
9762 Pressure Pumping Services Supervisor – Intermediate  
9763 Pressure Pumping Services Supervisor – Senior  
9810 Sales Technical Support Engineer  
9815 Sales Manager  
9831 Drilling Fluid Service Representative – Junior  
9832 Drilling Fluid Service Representative – Intermediate  
9833 Drilling Fluid Service Representative – Senior  
9850 Business Development Manager  
9861 Sales Representative – Junior  
9862 Sales Representative – Intermediate  
9863 Sales Representative – Senior  
9864 Sales Representative – Advanced  
9901 Well Servicing – Floorhand  
9902 Well Servicing – Derrickhand  
9904 Well Servicing – Driller (Operator)  
9910 Well Servicing – Rig Manager (Tool Push)  
9921 Field Supervisor, Well Servicing – Junior  
9922 Field Supervisor, Well Servicing – Intermediate  
9923 Field Supervisor, Well Servicing – Senior  
9931 Wireline Specialist – Junior  
9932 Wireline Specialist – Intermediate  
9933 Wireline Specialist – Senior  
9951 MWD Specialist – Junior  
9952 MWD Specialist – Intermediate  
9953 MWD Specialist – Senior  
9954 MWD Coordinator



**Position 1020 President and Chief Executive Officer (CEO)**

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

**SALARIED EMPLOYEES**

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

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

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

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

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

STATUS OF BASE RATE						
	Salaried		Hourly		Day Rate	
	# of Orgs.	# of Inc.	# of Orgs.	# of Inc.	# of Orgs.	# of Inc.
Unadjusted, standard rate						
Reduced - likely to be reinstated in future						
Reduced - new 'norm', not likely to be reinstated						

"---" Insufficient Data

All dollars reported in \$000's, with the exception of Hourly Rates, Day Rates, Allowances, Starting Salaries and vehicle practice values.

\* Excludes Discretionary Income