



2020 UPSTREAM

INDUSTRY COMPENSATION

SURVEY



LONGNECKER
& ASSOCIATES
ALL IN.

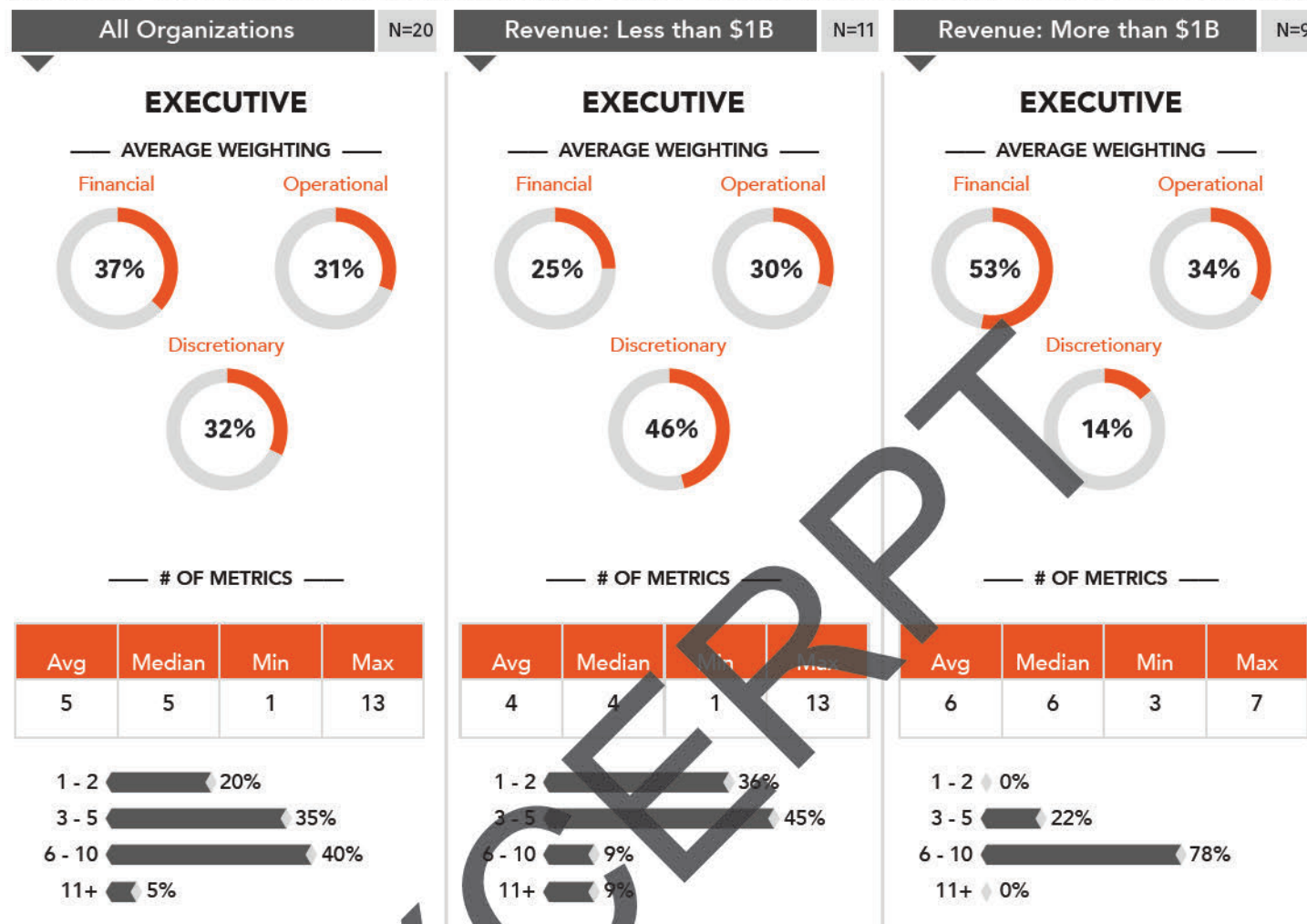
DATA EFFECTIVE 04.01.2020

Participating Organizations

Aethon Energy Operating	Fieldwood Energy
Apache Corporation	Freeport McMoRan Oil & Gas
Battalion Oil Corporation	Goodrich Petroleum Corporation
Beacon Offshore Energy Management Services	Gulfport Energy Corporation
Berry Corporation	Hilcorp Energy
Cimarex Energy Co.	Laredo Petroleum
COG Operating	Mitsui E&P USA
Continental Resources	Noble Energy
Earthstone Energy	Ovintiv
EnerVest	Range Resources Corporation
Ensign Management	Sable Permian Resources
EP Energy Corporation	Southwestern Energy Company
EQT Corporation	Zavanna

Annual Incentive Metrics

Indicate the annual incentive metric(s) used by your organization and the weighting associated with the metric(s).



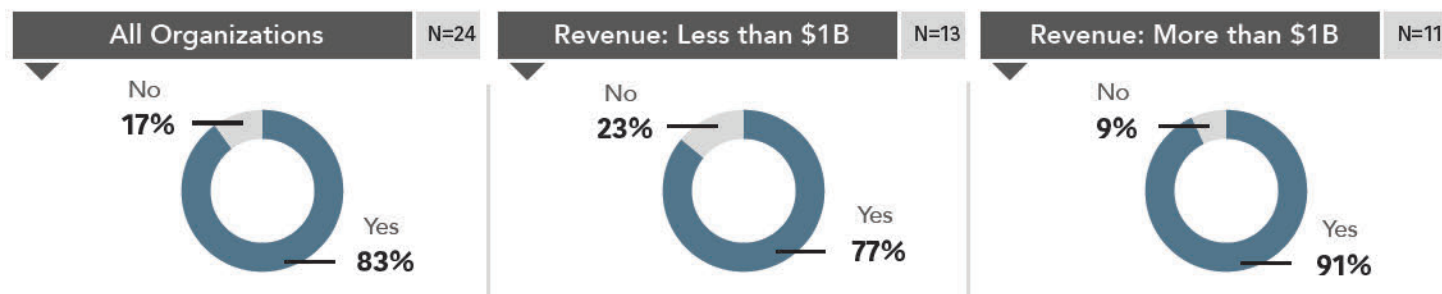
List of Annual Incentive Metrics Provided by Respondents, Sorted by Category and Prevalence:

Prevalence	Financial	Prevalence	Operational
25%	Free Cash Flow	60%	Production
20%	EBITDA	40%	EH&S
20%	F&D Costs	20%	Reserves
20%	Lease Operating Expense	20%	Safety
15%	Cost Efficiency	10%	Strategic
15%	G&A Expense	5%	Asset Growth
10%	ROIC	5%	Capital Efficiency
10%	Strategic	5%	Drilling & Completions
5%	Asset Performance	5%	Drilling rate of return
5%	Balance Sheet Management	5%	Gathering and Processing
5%	Capital Expenditures	5%	Monetization
5%	Capital Structure	5%	Operating Efficiency
5%	DC&E Cost	5%	Staffing/Succession
5%	Debt/EBITDAX	5%	Syndication

5%	Decrease in Debt
5%	EBITDAX
5%	Expense-Based
5%	Leverage Multiple
5%	Market Cap Increase
5%	Profit-Based
5%	Rate of Return
5%	Reduce Oil Deducts
5%	Relative Cash Cost/Revenue
5%	ROCE
5%	Sales Volume
5%	TSR - Absolute
5%	TSR - Relative
5%	Well Cost

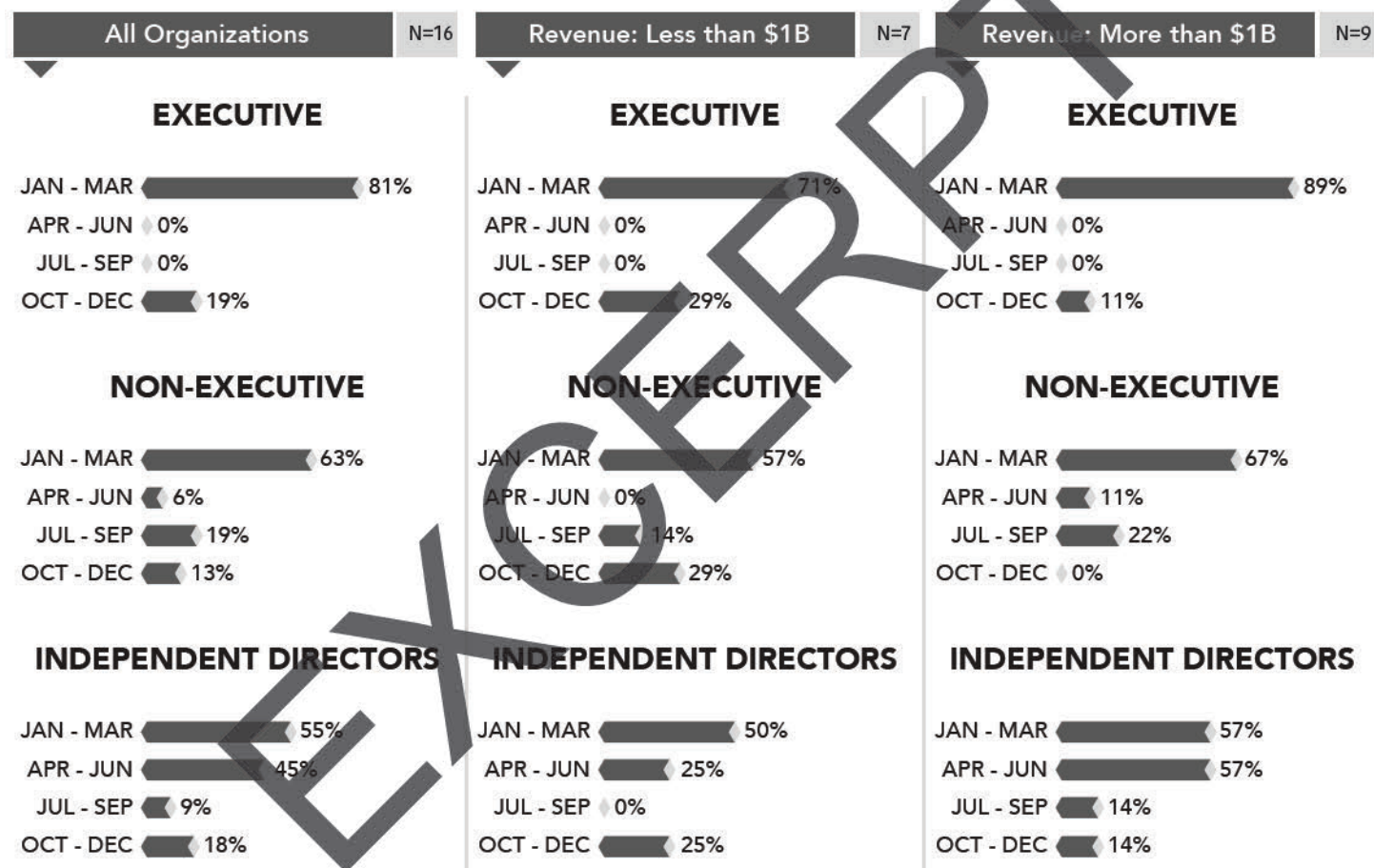
Long-term Incentive Plan Prevalence

Does your organization have a long-term incentive plan (LTIP)?



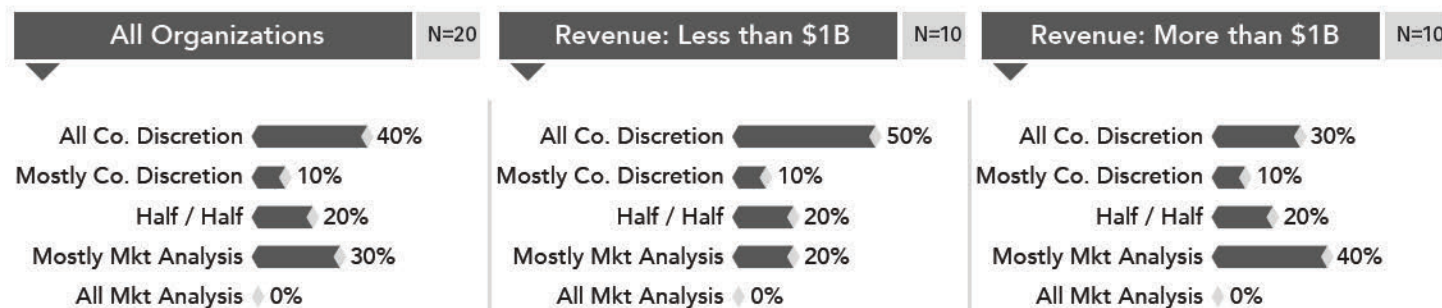
Long-term Incentive Grant Dates

When are LTI awards typically granted to participants (more than one period may apply per employee group)?



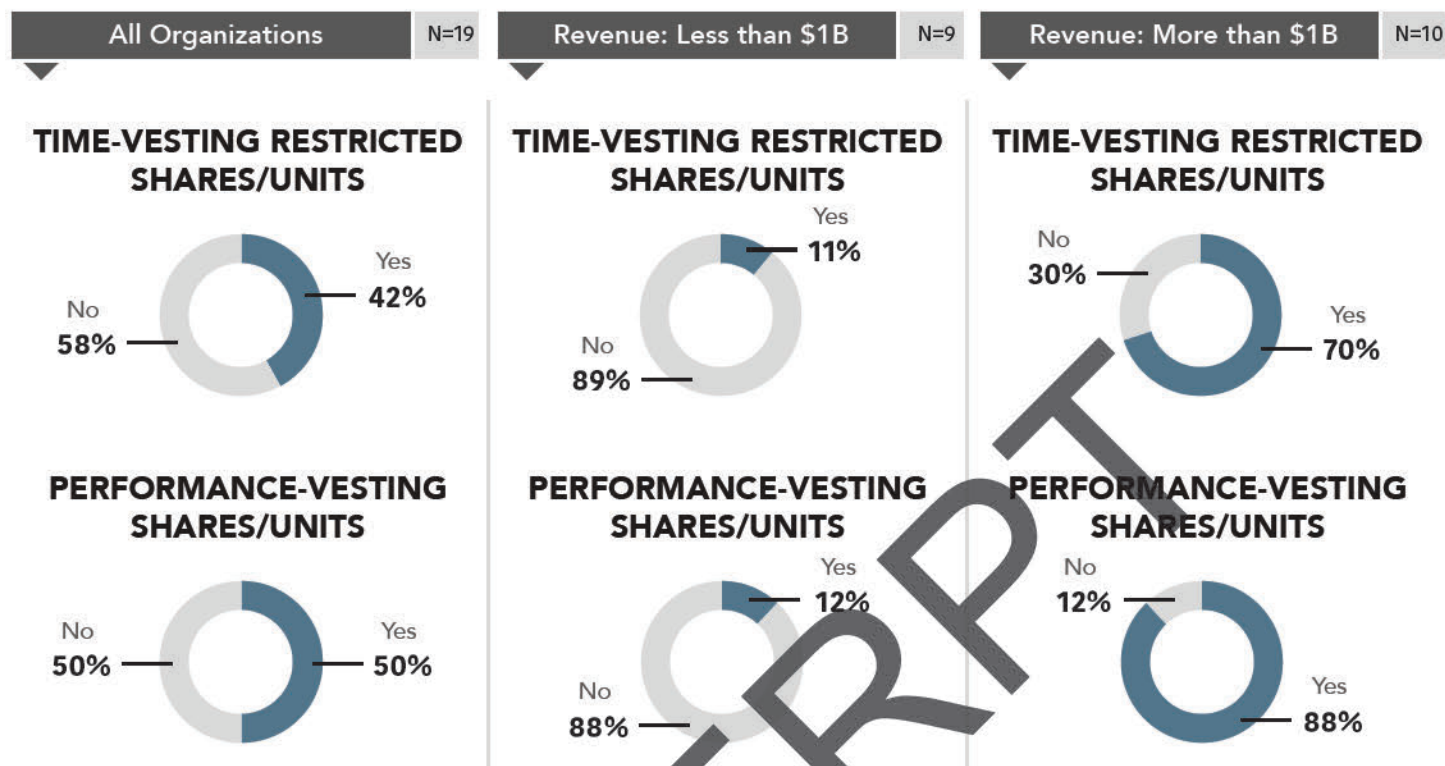
Long-term Incentive Award Value Methodology

What methodology determines the value of LTI awards distributed to the participants?



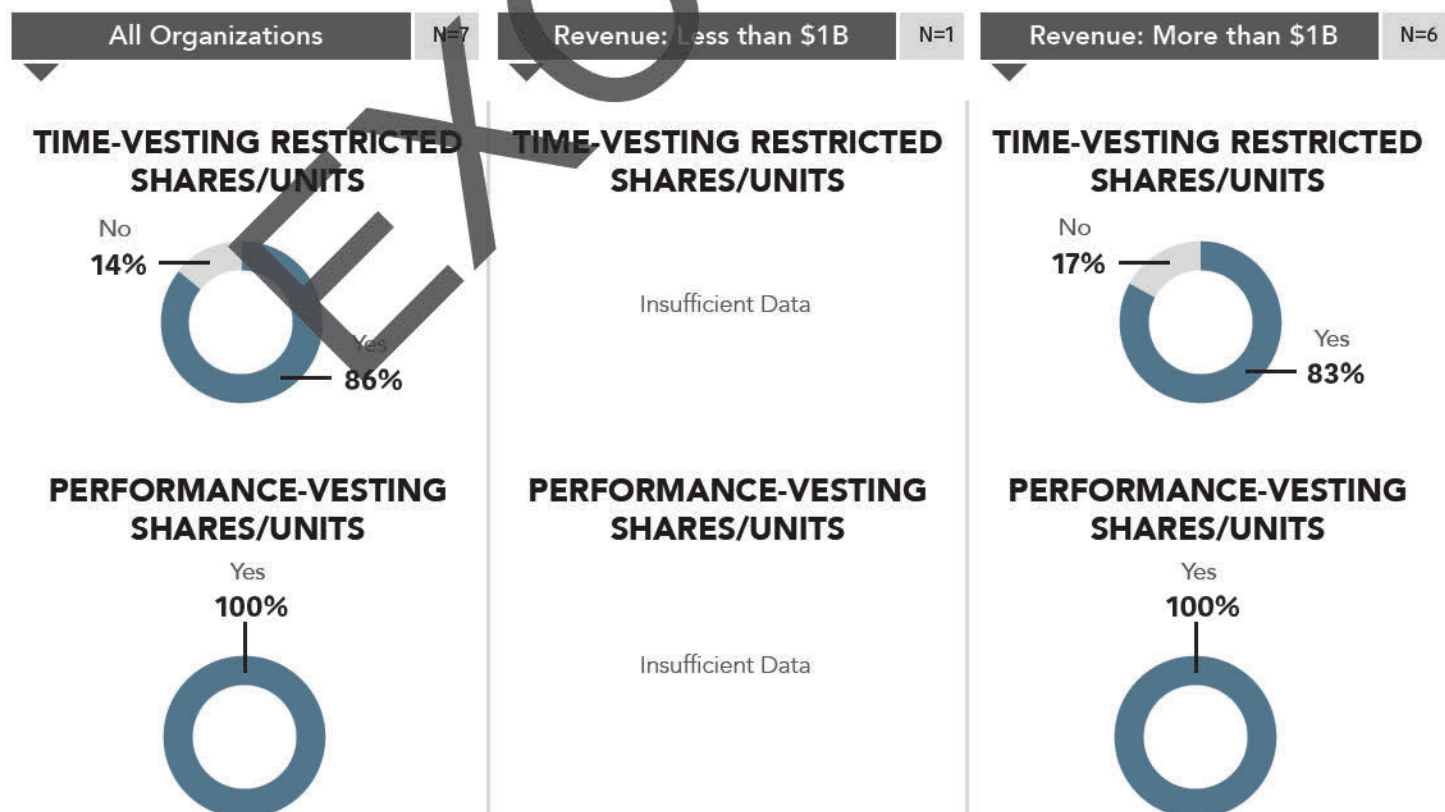
Unvested Equity Dividends/Distributions

Does your organization pay dividends/distributions on unvested equity?



Accrued Payments

If Yes, do you accrue payments of dividends/distributions until vesting?



HUM | HUMAN RESOURCES

HUM.04 | HR Generalist

Band / Career Level		Scope Type	Scope Size (Median)		Count		Base Salary (\$000)			Total Cash Compensation (\$000)			Total Direct Compensation (\$000)		
			Revenue (\$Mil)	FTEs (#)	Orgs	Incs	25th	50th	75th	25th	50th	75th	25th	50th	75th
X3-C	CHRO / Top Human Resources Exec.	All Orgs	2,953.0	732.0	6	6	259.6	323.4	370.3	371.5	417.8	649.7	411.4	601.8	1,027.2
X2-C	CHRO / Top Human Resources Exec.	All Orgs	2,595.3	820.5	10	10	260.2	286.0	343.8	361.2	469.8	637.0	526.2	835.4	1,084.3
M4	M4 - Director	All Orgs	2,363.0	696.0	11	12	166.0	189.2	220.8	210.1	240.7	335.9	227.5	307.6	352.2
M2	M2 - Manager / Superintendent	All Orgs	4,380.0	1,446.0	9	15	133.6	155.0	167.5	156.5	171.2	209.3	165.0	202.0	224.9
M1	M1 - Supervisor/ Foreman	All Orgs	2,868.0	1,446.0	5	5	94.9	104.7	111.9	106.8	121.1	124.2	108.7	134.5	163.2
P4	P4 - Advanced	All Orgs	2,621.6	1,027.5	6	11	94.5	126.0	135.0	102.1	135.0	149.1	122.9	140.0	189.6
P3	P3 - Career	All Orgs	4,406.0	1,260.0	9	19	82.6	92.5	106.5	95.5	101.3	125.9	100.0	115.5	143.6
P2	P2 - Intermediate	All Orgs	2,827.6	627.0	9	15	56.6	81.4	85.0	57.9	88.0	108.0	57.9	101.3	108.8
U2	U2 - Intermediate	All Orgs	2,086.8	745.5	8	12	54.0	61.0	74.9	62.6	70.4	82.4	66.7	75.4	82.4

X3-C/S/D | X2-C/S/D | CHRO / Top Human Resources Executive

Directs, plans, develops, establishes, implements, and administers organization-wide policies and programs encompassing all, or nearly all, aspects of human resource management including employment, employee/labor relations, employee benefits, compensation, training, placement, safety, security, drug control, ADA and EEO/Employment Equity Act compliance, and employee assistance

M1 - M2 - M3 - M4

Designs and maintains the organization's human resource programs and ensures their communication to employees | Performs advisory and administrative tasks related to recruitment, training and development, compensation and benefits, employee relations, and other HR programs | Collects and analyzes relevant HR data and reports findings and recommendations

P1 - P2 - P3 - P4 - P5

Coordinates and administers HR programs and policies for multiple HR activities | May facilitate human resource programs and policies, including compensation, benefits, recruitment, employee development, performance management, equal opportunity and diversity

U1 - U2 - U3 - U4

Records and maintains employee information | Analyze and prepare employee-related reports | Respond to inquiries and/or requests regarding individual or company-wide human resources information