

2021

UPSTREAM INDUSTRY

COMPENSATION SURVEY

EXCERPT



LONGNECKER
& ASSOCIATES
ALL IN.

DATA EFFECTIVE 04.01.2021

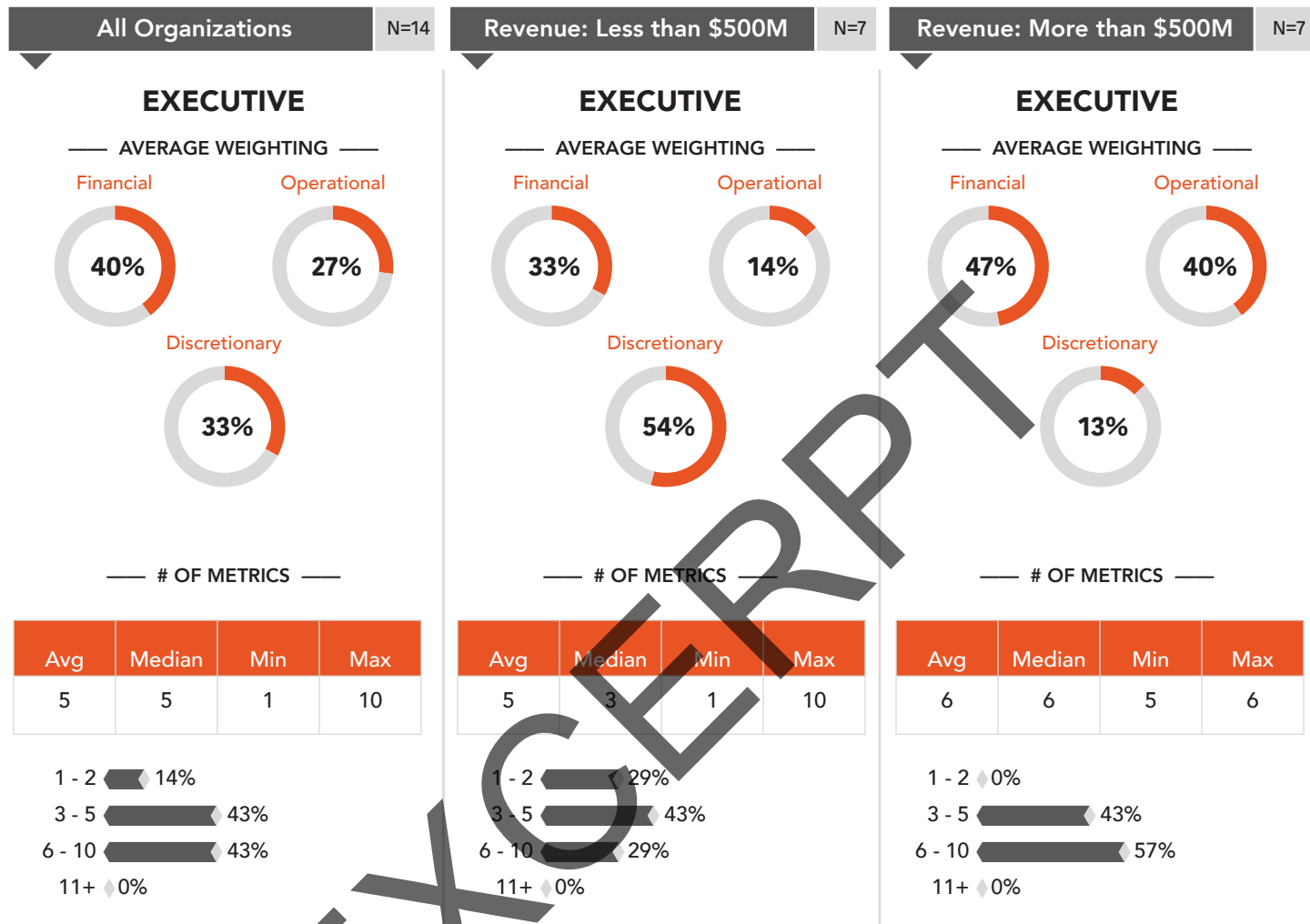
Participating Organizations

Apache Corporation
Battalion Oil Corporation
Beacon Offshore Energy Management Services
Berry Corporation
Continental Resources
Denbury
EagleRidge Energy
EnerVest
Ensign Natural Resources
EQT Corporation
EXCO Resources
Freeport-McMoRan Oil & Gas
Goodrich Petroleum Corporation
Gulfport Energy Corporation
Hilcorp Energy Company
HKN Energy
Mitsui E&P USA
Range Resources Corporation
Southwestern Energy Company
Talos Energy
Unit Corporation
Zavanna

EXCERPT

Annual Incentive Metrics

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



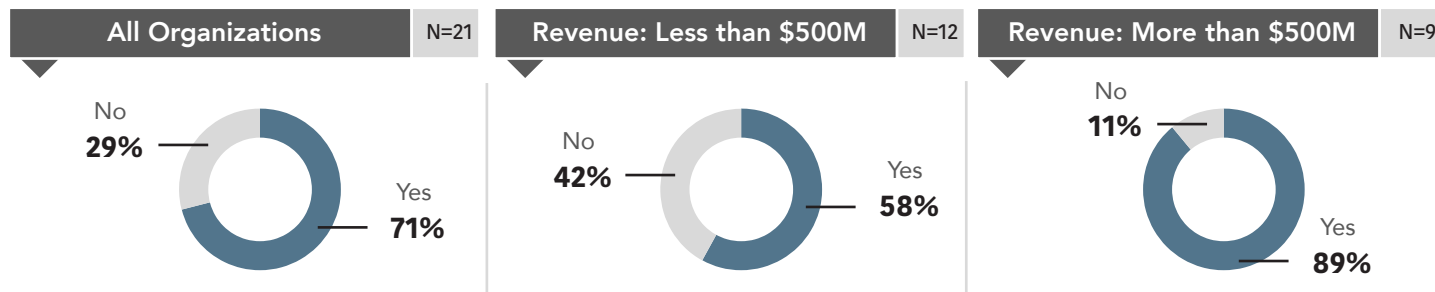
List of Annual Incentive Metrics Provided by Respondents. Sorted by Category and Prevalence:

Prevalence	Financial
43%	Free Cash Flow
43%	EBITDA
36%	Expense-Based
29%	LOE
21%	G&A Expense
21%	F&D Cost
14%	Strategic
14%	Capital Efficiency
7%	Profit-Based
7%	ROACE
7%	ROCE

Prevalence	Operational
50%	EH&S
50%	Production
36%	Expense-Based
29%	LOE
21%	F&D Cost
21%	Reserves
21%	Safety
14%	Strategic
7%	Drilling Rate of Return

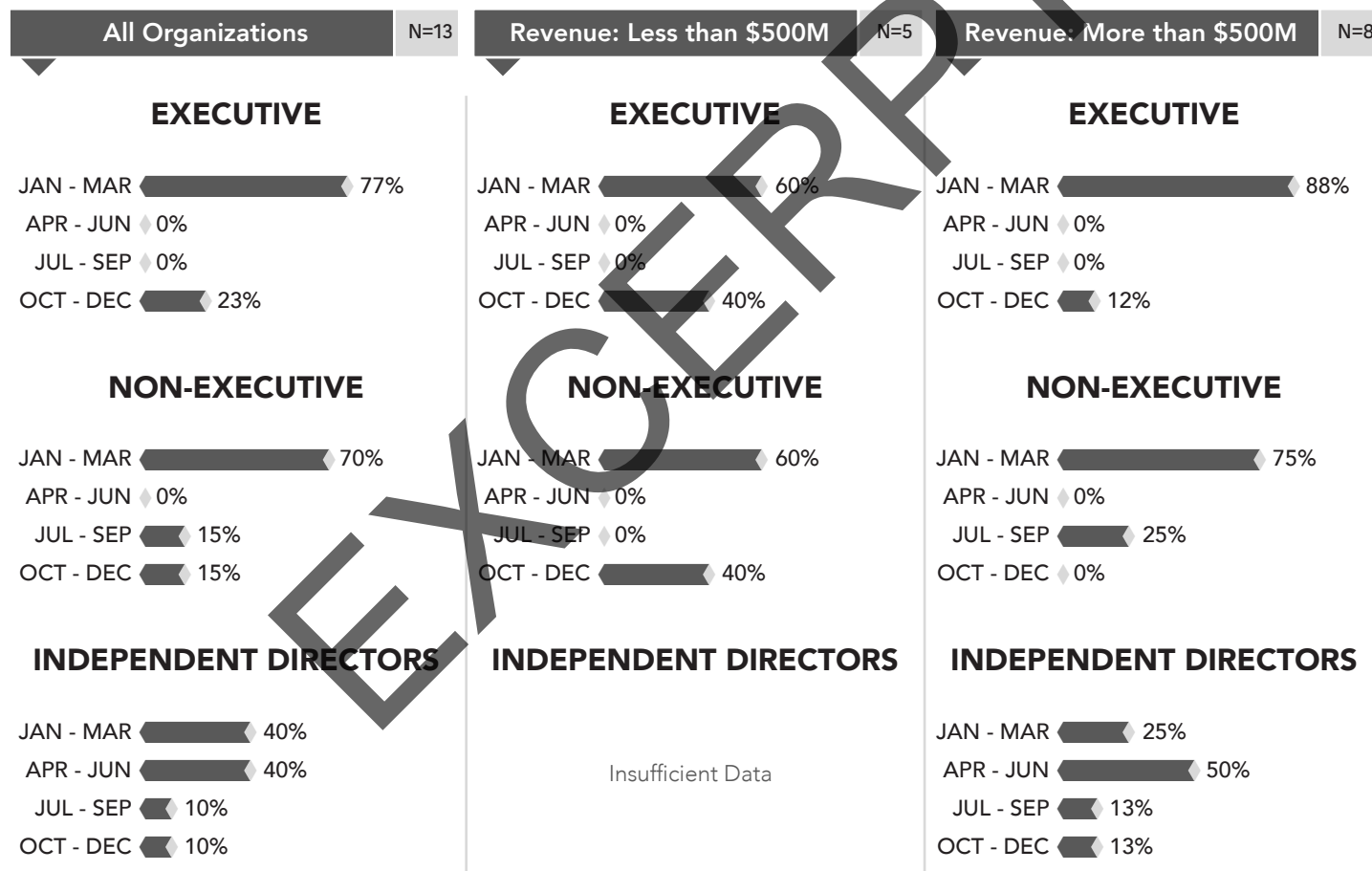
Long-term Incentive Plan Prevalence

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



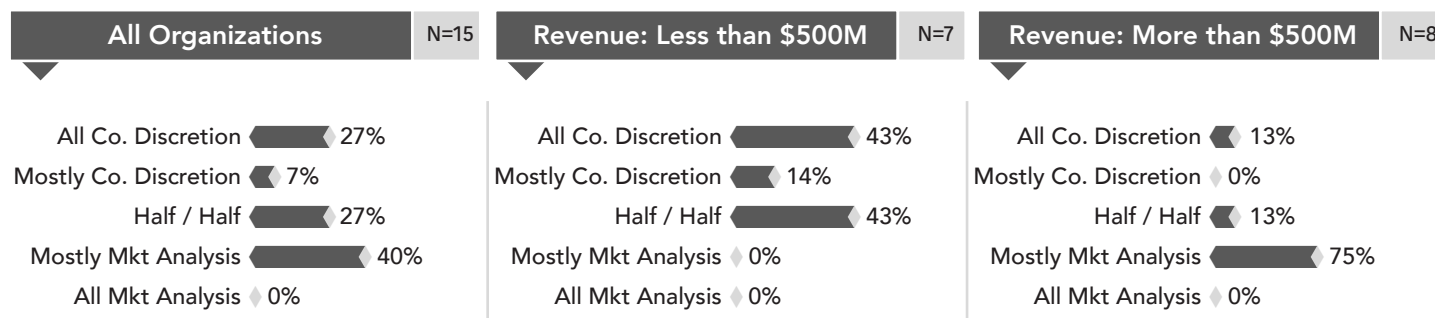
Long-term Incentive Grant Dates

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



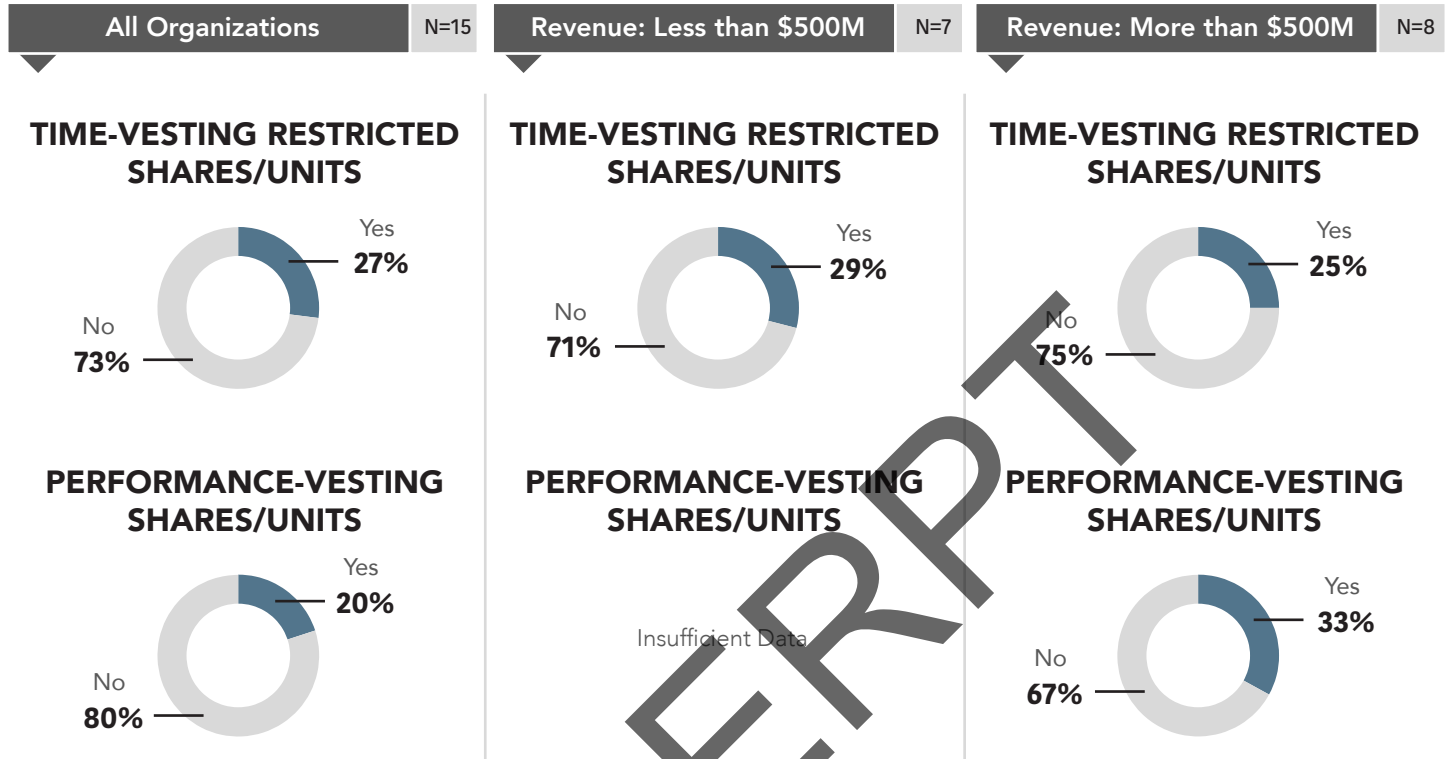
Long-term Incentive Award Value Methodology

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



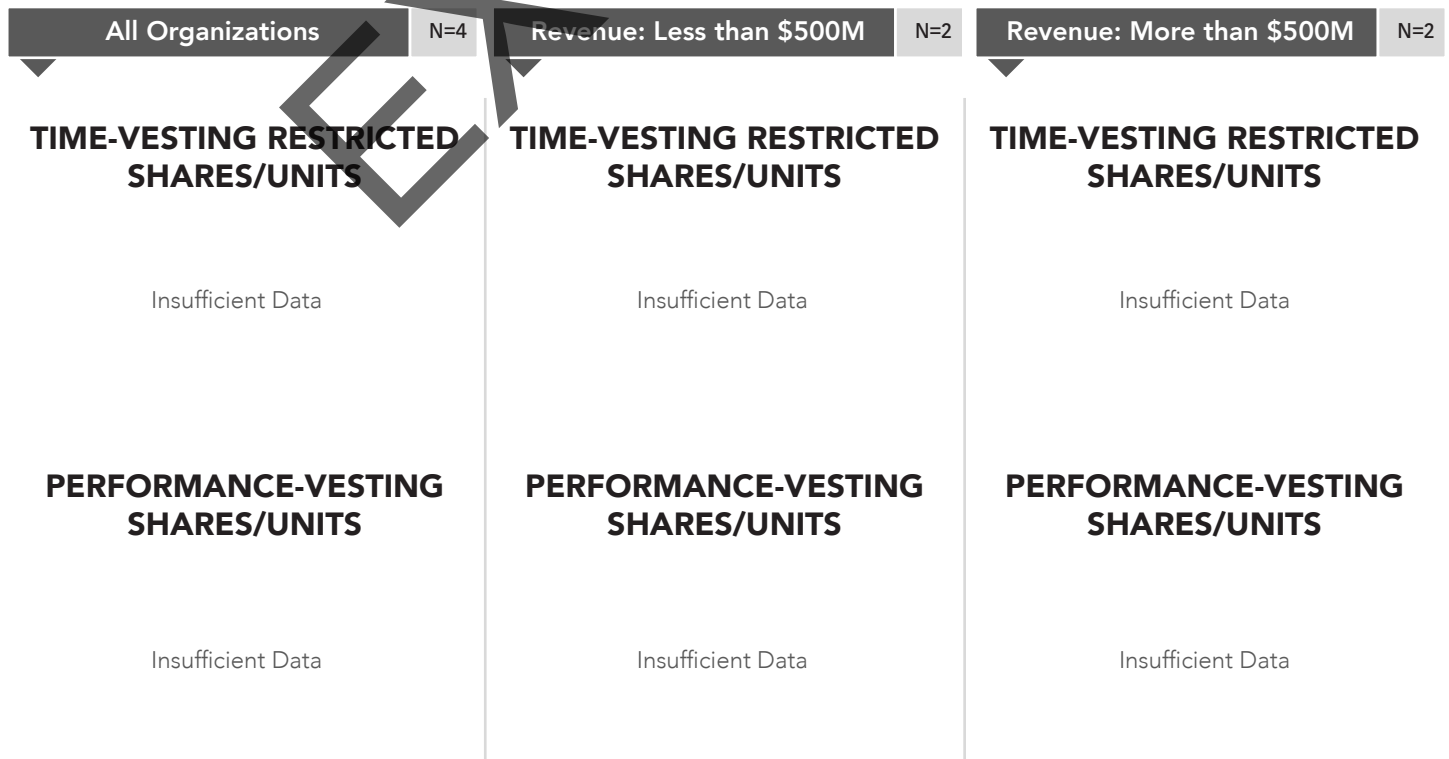
Unvested Equity Dividends/Distributions

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		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	2,308.0	673.0	5	5	293.5	341.4	366.5	395.5	463.6	624.7	708.0	1,213.6	2,037.8
X2-C	CHRO / Top Human Resources Exec	All Orgs	1,079.8	430.0	6	6	237.5	262.9	309.8	370.0	417.3	452.8	407.5	600.3	1,051.8
M4	M4 - Director	All Orgs	1,323.8	466.0	10	10	152.8	172.1	187.4	179.1	229.5	257.6	179.1	279.4	370.5
M2	M2 - Manager / Superintendent	All Orgs	750.7	673.0	5	8	134.3	143.9	153.1	172.6	179.3	186.4	179.3	192.1	221.0
P4	P4 - Advanced	All Orgs	2,308.0	826.0	5	7	78.0	96.0	114.5	83.6	96.0	131.9	83.6	112.0	132.4
P3	P3 - Career	All Orgs	2,581.5	826.0	7	11	85.0	94.8	110.0	87.3	115.5	126.0	106.0	125.2	132.1
P2	P2 - Intermediate	All Orgs	2,044.5	571.0	6	6	66.6	72.5	87.4	67.3	76.3	98.9	68.6	85.3	112.3

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