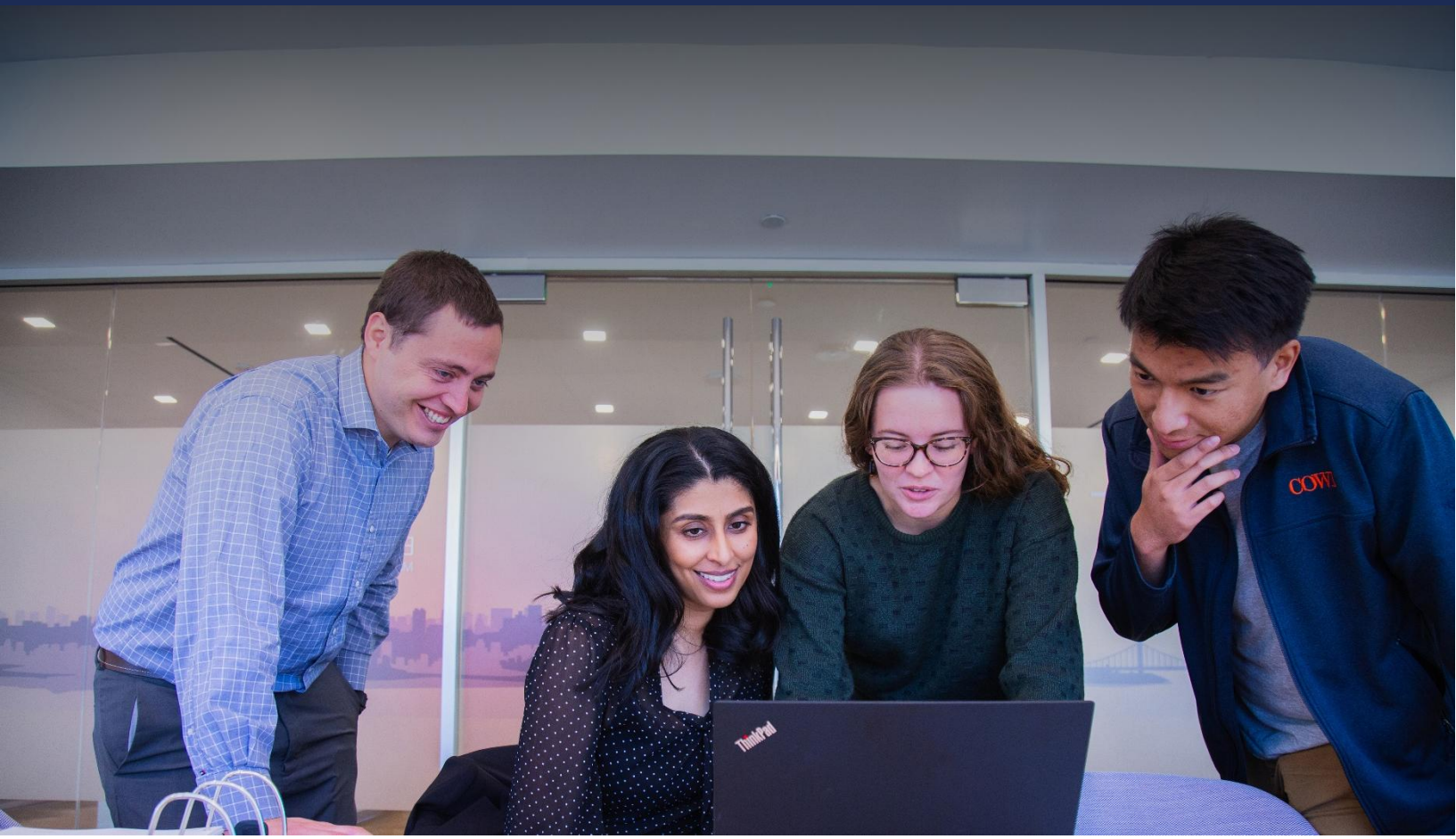
British Columbia Pay Transparency Report

2025 reporting results

COWI NORTH AMERICA LTD.



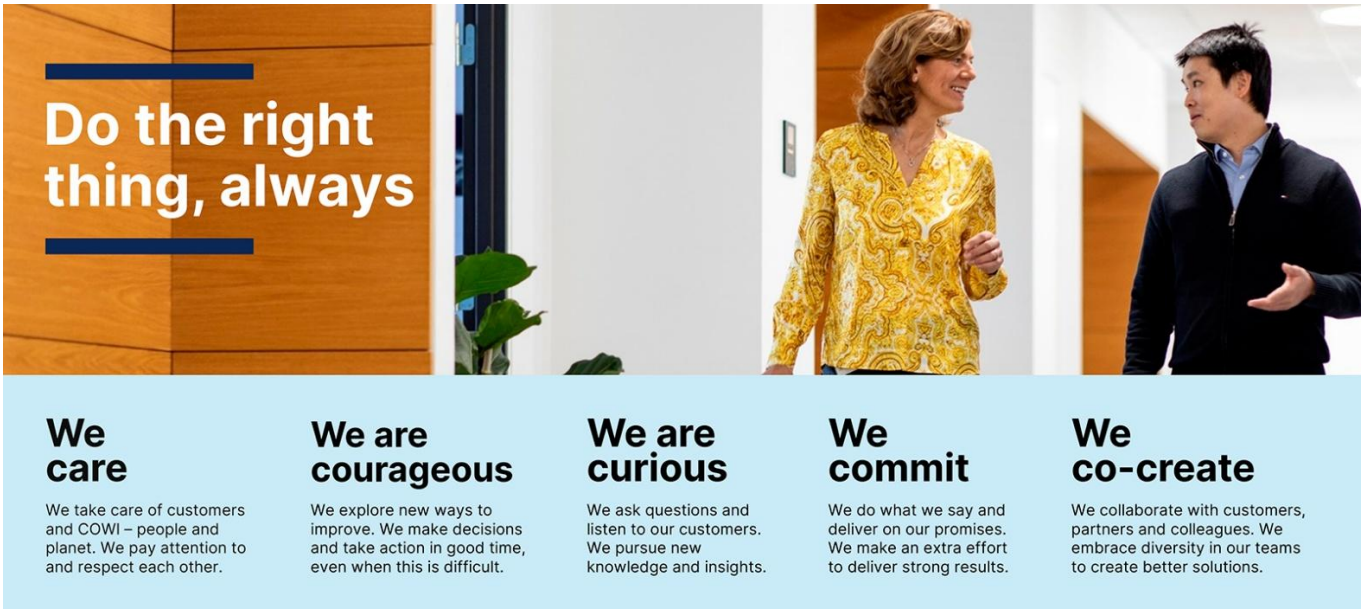
COWI

COWI values in action

Diversity and inclusion are part of our values. We are committed to creating a respectful and fair work environment, supporting employees in realizing their potential, continuously improving equal opportunities in recruitment and promotion, and being transparent about our progress.

Building greater representation and opportunity in engineering

Pay transparency is one part of COWI's broader commitment to fair opportunity, career development and a more representative engineering workforce.



About this report

British Columbia's Pay Transparency Act was introduced to support greater transparency around pay and help employers and employees better understand gender pay gaps. Under the Act, employers above the applicable employee threshold must publish an annual pay transparency report using measures and definitions established by the BC Government.

For this report, COWI prepared the required pay transparency measures for our British Columbia workforce, including differences in hourly and bonus pay and representation across pay quartiles. Where a measure could not be displayed because there was insufficient data to meet the reporting methodology's disclosure requirements, we have noted this in the report.

We have also included additional workforce and industry context to help explain what these organization-wide measures can, and cannot, tell us. Our goal is to be transparent about the results, understand where continued attention is needed, and connect the data to the actions we are taking to support fair opportunity, career development and equitable compensation practices at COWI.

Our commitment

At COWI, we believe that attracting, developing and retaining talented people from a broad range of backgrounds strengthens our organization and the engineering profession. Pay transparency gives us another way to understand our workforce, identify areas for continued attention and build on actions already underway.

British Columbia's statutory reporting provides an aggregate view of differences in hourly pay, bonus pay and representation across pay quartiles within the BC workforce, encompassing all technical and non-technical roles.

These aggregate measures are an important starting point, while recognizing that they do not account for factors such as discipline, role level, career stage, experience or seniority. ACEC-BC's industry guidance similarly notes that aggregate reporting can make it difficult to distinguish workforce composition from pay differences within comparable roles.

An aggregate gender pay gap reflects differences in overall compensation between groups. On its own, it does not determine whether employees performing comparable work are paid differently.

Our 2025 pay transparency results

In 2025, women at COWI earned $0.74 for every $1.00 earned by men based on mean hourly pay, and $0.73 based on median hourly pay. Hourly pay does not include bonuses or overtime.

For bonus pay, women received $0.51 for every $1.00 received by men based on mean bonus pay and $0.73 based on median bonus pay. During the reporting period, 40% of men and 24% of women received bonus pay.

The difference between the mean and median is useful context: an average can be more influenced by higher payments within the distribution, while the median reflects the midpoint. The statutory results do not identify the specific factors causing the difference.

COWI's overtime measures were not displayed because there was insufficient data to meet the disclosure requirements of the BC reporting methodology.

Women represented 59% of employees in the lowest hourly pay quartile, 45% in the lower-middle quartile and 36% in the upper-middle quartile. In the statutory output, the upper quartile was reduced to protect privacy because one or more gender categories had fewer than 10 employees. The result displayed therefore should not be interpreted as a complete picture of women's representation in the original highest-pay quartile.

Key influences and workforce context

Representation across career levels and job families

The pay quartile results show that women are more concentrated in the lower-paid portions of COWI's reported BC pay distribution. The quartiles include the full BC workforce across both technical and non-technical roles, spanning different disciplines, career levels and stages of experience. As a result, representation within each quartile reflects the composition of the workforce as well as differences in pay.

The statutory results should therefore be understood as a broad measure of representation across the pay distribution rather than a comparison of pay between employees performing similar work.

ACEC-BC identifies representation as an important influence on consulting-engineering pay transparency results and notes that underrepresentation of women in senior, technical or ownership roles can significantly affect reported outcomes. Its guidance recommends looking beyond aggregate results and considering role, level and career stage when interpreting the data.

Engineering industry demographics

Women continue to be underrepresented across the engineering profession. Engineers Canada reported that female-identifying members represented 15.4% of engineering membership in Canada in 2023 and 15.8% in British Columbia, while female-identifying engineering student members represented 25%. These figures provide useful context on representation across the profession and emerging talent pipeline.

Future Skills Centre research also identifies women's underrepresentation in engineering as a longstanding sector-wide issue. It reinforces the importance of sustained attention to recruitment, career development, advancement and compensation practices. Within this broader industry context, COWI remains committed to supporting greater representation and equity and to continually reviewing its people practices to identify opportunities for meaningful progress.

Bonus participation and opportunity

Differences in bonus participation are another part of COWI's reported results: 40% of men and 24% of women received bonus pay in 2025. Bonus participation is influenced by employee eligibility and performance, as well as the representation of women and men across different organizational levels.

Lower representation of a group in levels or roles with greater bonus eligibility can therefore affect the overall participation rate. The reported percentages should be viewed in this context and do not, on their own, indicate differences in how comparable employees are treated or rewarded.

Our approach to compensation

COWI is committed to fair and equitable compensation practices. Compensation decisions are intended to consider job-related factors such as job responsibilities and scope, skills, qualifications and experience, market competitiveness, internal equity, and individual contribution and performance.

As part of COWI's annual salary regulation process, we review pay and consider gender equity as part of that review. We will continue to review compensation and workforce data to better understand trends and support equitable outcomes.

This ongoing review provides an opportunity to identify patterns or areas that may warrant further consideration and to better understand the factors contributing to differences in compensation.

Looking at compensation alongside workforce composition, career levels, roles and other relevant job-related factors helps provide important context and supports informed decision-making. Over time, this approach will help COWI continue to assess its compensation practices and identify opportunities for improvement where appropriate.

How we are supporting progress at COWI

We are focused on practical actions that support representation, career growth and fair opportunity across the employee lifecycle.

Industry partnerships

COWI partners with organizations including the Society of Women Engineers (SWE) and Women in Consulting Engineering (WCE) to encourage women's participation in the engineering industry. These partnerships help broaden connections with women in engineering and support a stronger and more representative talent pipeline into the profession and COWI.

Fair and equal hiring practices

COWI is committed to fair and equal hiring practices and to broadening the representation of women within engineering and operational roles. By creating greater access to opportunities and strengthening representation in areas where women have historically been underrepresented, we aim to support greater equity across our workforce and, over time, across career levels and the pay distribution.

From January through August 2026, women represented 42% of COWI's hires in Canada and 46% across North America. Within Engineering and Operations, women represented 34.3% of hires in Canada and 41.2% across North America. These results show positive representation of women among new hires, including within Engineering and Operations, while also highlighting continued opportunity to strengthen representation in these areas.

Professional development

COWI provides a professional development allotment to support ongoing learning and professional growth for employees, including women. Supporting access to continued learning helps employees build skills and capabilities that can enable career development and progression opportunities.

Recognition and visibility

COWI recognizes International Women's Day and International Women in Engineering Day, creating opportunities to highlight women's contributions to the profession. Increasing the visibility of women and their contributions helps reinforce an inclusive culture and supports our broader commitment to representation and belonging.

Formal mentorship

COWI offers a formal mentorship program that provides employees with opportunities to build professional relationships, share knowledge and focus on individual development goals. By supporting equitable access to mentorship and career development opportunities, the program contributes to an environment where employees can build connections, develop their capabilities and pursue continued growth.

Annual compensation review

As part of COWI's annual salary regulation process, we review pay and consider gender equity as part of that review. Regular review of compensation and workforce data helps us identify trends requiring further attention and supports equitable compensation outcomes over time.

Our continued focus

Improving representation and addressing pay gaps requires sustained attention over time, particularly given workforce composition and broader industry demographics. COWI will continue to focus on the areas within our influence, including inclusive recruitment and selection practices, representation of women in engineering and technical roles, career development and advancement opportunities, regular review of compensation outcomes, and fostering an inclusive workplace where employees have opportunities to contribute, develop and grow.

Our approach extends beyond attracting diverse talent to supporting employees throughout their careers, recognizing that recruitment, retention, development and career progression all play a role in how representation evolves across career levels and, over time, across the pay distribution.

We will continue to review workforce and compensation information to better understand where differences exist, what may be contributing to them and where further attention may be appropriate. These insights will help us identify areas where further attention or improvement may be appropriate.