

REPORTING PERIOD:
January 1 to December 31, 2025

PREPARED BY:
Total Rewards

Pay Transparency Report 2026

/ BRITISH COLUMBIA

NORDA STELO
COLLECTIVE INGENUITY

WHO WE ARE

Norda Stelo is an engineering consulting firm founded in Quebec in 1963, now operating from 18 offices across Canada, the US, and New Caledonia, with more than 800 professionals across seven business sectors. As a people-first organization, we believe that fair, consistent and transparent practices are essential to building a workplace where every talent can thrive.

We are proud to be the first major Canadian engineering firm to be B Corp certified, reflecting our commitment to the highest standards of social and environmental impact, ethical governance, and public transparency.

Our values

Adaptability	**Trust**	**Excellence**	**Innovation**	**Integrity**	**Respect**

Our commitment to equity, diversity and inclusion

Our commitment to equity, diversity and inclusion (EDI) reinforces our corporate values and contributes directly to achieving Norda Stelo's mission. Promoting these principles is a responsibility shared by all talents at Norda Stelo, and together, we are committed to reflecting these values in our daily work to create an equitable, diverse, and inclusive environment where the uniqueness of each talent is valued. For Norda Stelo:

- **Equity** refers to fair treatment, in particular the elimination of systemic barriers that disadvantage certain groups.
- **Diversity** refers to the presence, within the company, of people from diverse groups, which encourages the expression of a variety of viewpoints, approaches and experiences, including those of under-represented groups.
- **Inclusion** refers to putting in place practices that enable all talents to be and feel valued, supported, and respected, with a specific focus on under-represented groups.

Our commitment to fair pay

Norda Stelo is committed to fair, consistent, and transparent compensation practices. Concretely, this commitment is supported by:

- **A structured job evaluation system** that assesses roles based on their responsibilities and required expertise, independently of who holds them.
- **Our pay equity approach,** which ensures that roles of equal value are compensated fairly.
- **A common compensation framework**, applied consistently throughout the hiring process and the annual salary review.

It is within this commitment to integrity, equity and transparency that we present this Pay Transparency Report, reflecting our ongoing efforts to ensure fair and equitable compensation for every talent at Norda Stelo.

ABOUT THIS REPORT

Employer details

Legal employer name	Norda Stelo inc.
Mailing address	1015, avenue Wilfrid-Pelletier, bureau 200, Québec (Québec) G1W 0C4
NAICS code	54 – Professional, scientific and technical services
Reporting year	2026
Reporting period	January 1 to December 31, 2025
Number of B.C. employees (as of January 1, 2026)	50 to 299

Pay transparency in British Columbia

British Columbia's Pay Transparency Act requires employers to publish an annual report on differences in pay between gender categories. The measures and definitions used in this report are set by the Pay Transparency Regulation so that all employers report consistently. This report covers Norda Stelo's employees in British Columbia and includes results for hourly rate of pay, overtime pay and overtime hours, bonus pay, and gender representation in each pay quartile.

Data sources and limitations

Compensation data presented in this report was drawn from Norda Stelo's payroll system. Gender category information was gathered through a voluntary collection process, in line with the categories set out under the *Pay Transparency Act*. Where an employee did not respond, existing information from their employee's record was used.

The results are calculated across Norda Stelo's B.C. workforce in accordance with the prescribed reporting methodology. The results do not adjust for differences in role, level, experience, tenure, work schedule or other factors that may affect compensation. Accordingly, the reported differences should be interpreted as workforce-level measures and not as a comparison of employees performing the same or similar work.

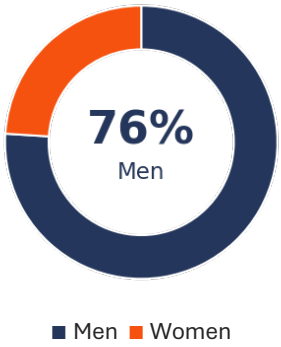
How to read the results

MEAN	MEDIAN	RATIO
The average of all values	The midpoint when all values are ranked in order	The amount received for every $1.00 received by men (reference category)

Privacy

To protect employee privacy, results are shown as “Not reported” when a gender category includes fewer than 10 employees, or when publishing a result could risk identifying individuals. The data was not reported because the applicable disclosure threshold was not met. Results do not identify individual employees, roles, or salaries.

OUR ORGANIZATIONAL CONTEXT



Like many organizations in the engineering and technical services sector, our results appear to largely reflect the higher proportion of men in our B.C. workforce, particularly in engineering, technical and senior roles.

Men represent approximately three quarters of our B.C. workforce. Based on our data, men are more represented in engineering and technical roles, while women are more represented in corporate and support functions. Differences in workforce composition across roles may be one of the factors contributing to the pay differences presented in this report.

1 HOURLY RATE OF PAY

Why is there a pay difference?

At Norda Stelo, compensation decisions are supported by a structured job evaluation system that considers the responsibilities and required expertise of each role. A common compensation framework is used to promote consistency in how roles are evaluated and how compensation decisions are made. The difference in hourly rate of pay appears to be mainly related to how men and women are distributed across roles rather than to differences in pay for the same or similar work. Engineering and technical roles, which generally have higher pay levels, are predominantly held by men, while women are more represented in corporate and support functions. This is also reflected in the pay quartiles (see section 4). This distribution is consistent with broader trends in the engineering and technical services sector, where women remain under-represented.

The mean gap is wider than the median gap, as a small number of senior and higher-paid positions can influence the average. These results reflect an organization-wide measure and do not, on their own, indicate that employees performing the same or similar work are paid differently.

Hourly rate of pay gap

GENDER CATEGORY	MEAN	MEDIAN
Men	**$1.00**	**$1.00**
Women	**$0.69**	**$0.77**
Non-binary people	*Not reported*	*Not reported*
Unknown / prefer not to answer	*Not reported*	*Not reported*

Hourly rate of pay excludes overtime and bonus pay. Men are the reference category ($1.00).

2 OVERTIME PAY

Who works overtime?

Overtime practices at Norda Stelo, including eligibility and rates, are applied consistently to all employees regardless of gender. In 2025, a higher proportion of women than men received overtime pay, and the amount paid per overtime hour was comparable for both groups.

The difference in total overtime pay appears to be mainly related to the number of overtime hours worked rather than to how overtime is paid. As with the hourly rate of pay, this result is largely influenced by the distribution of men and women across roles. Overtime needs are generally linked to project and client delivery requirements, which tend to be more frequent in engineering and technical roles, while women are more represented in corporate and support functions, where overtime needs are typically lower. Among employees who received overtime pay, women recorded 45.6 fewer overtime hours than men on average and 13.9 fewer hours at the median. The difference in overtime hours therefore appears to be an important contributor to the difference in total overtime pay.

Mean results may also be influenced by a small number of employees with a high volume of overtime, which is why the median gap is narrower than the mean gap.

72.5%	81.3%
of men received overtime pay	of women received overtime pay

Overtime pay gap

GENDER CATEGORY	MEAN	MEDIAN
Men	**$1.00**	**$1.00**
Women	**$0.25**	**$0.56**
Non-binary people	*Not reported*	*Not reported*
Unknown / prefer not to answer	*Not reported*	*Not reported*

Results include only employees who received overtime pay. Total overtime pay per employee is compared.

Overtime hours – difference compared with men

GENDER CATEGORY	MEAN	MEDIAN
Men	**Reference**	**Reference**
Women	**−45.6 h**	**−13.9 h**
Non-binary people	*Not reported*	*Not reported*
Unknown / prefer not to answer	*Not reported*	*Not reported*

A negative value means the group recorded fewer paid overtime hours than men.

3 BONUS PAY

Who receives bonus pay?

Bonus pay results for women, non-binary people and employees in the unknown / prefer not to answer category are not reported because the number of employees in these categories who received bonus pay was below the minimum group size required to protect employee privacy. As a result, a bonus pay gap could not be calculated for 2025.

At Norda Stelo, bonus eligibility is based on the role and its level of responsibility, according to the same criteria for all employees regardless of gender. In 2025, bonus pay was received by a limited number of employees in our B.C. workforce, mainly in roles where bonuses are part of the compensation structure. As with the hourly rate of pay, the proportion of employees receiving bonus pay is largely influenced by the distribution of men and women across roles.

Given the small number of employees involved, bonus results may vary significantly from one year to the next.

21.6%	Not reported
of men received bonus pay	women

Bonus pay gap

GENDER CATEGORY	MEAN	MEDIAN
Men	**$1.00**	**$1.00**
Women	*Not reported*	*Not reported*
Non-binary people	*Not reported*	*Not reported*
Unknown / prefer not to answer	*Not reported*	*Not reported*

Results include only employees who received bonus pay. Bonus pay reflects the total amount received during the reporting period, not an hourly equivalent.

4 PAY QUARTILES

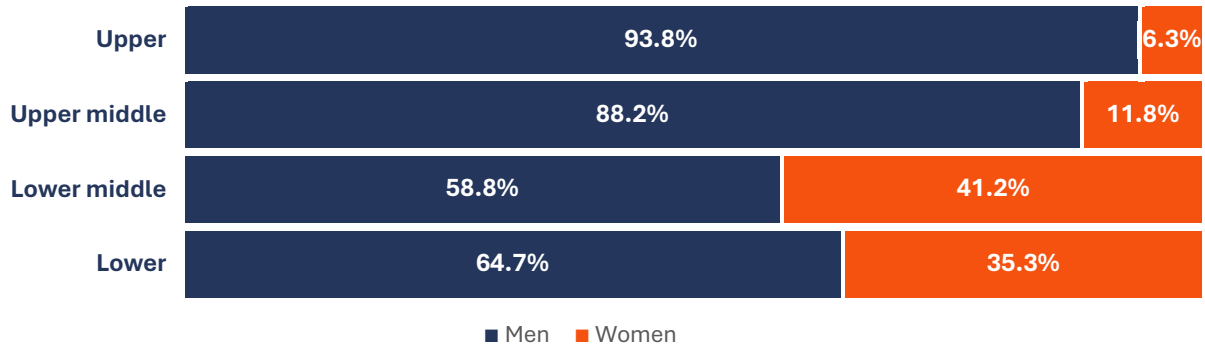
What do the pay quartiles show?

Consistent with trends observed in the engineering and technical services sector, men represent a higher proportion of our B.C. workforce, particularly in engineering, technical and senior roles. This is reflected in the upper pay quartiles: men account for 93.8% of the upper quartile and 88.2% of the upper-middle quartile, compared with 6.3% and 11.8% for women, respectively.

Within our B.C. workforce, engineering, technical and senior roles are generally associated with higher pay levels. Men are more represented in these roles, while women are more represented in corporate and support functions. This workforce composition may be one of the factors contributing to the pay quartile distribution and the hourly pay difference reported in Section 1.

Given the size of our B.C. workforce, each quartile includes a small number of employees, and results may vary significantly from one year to the next.

Employees are ranked from lowest to highest hourly rate of pay and divided into four groups of approximately equal size. Each result shows the gender composition within that pay quartile.

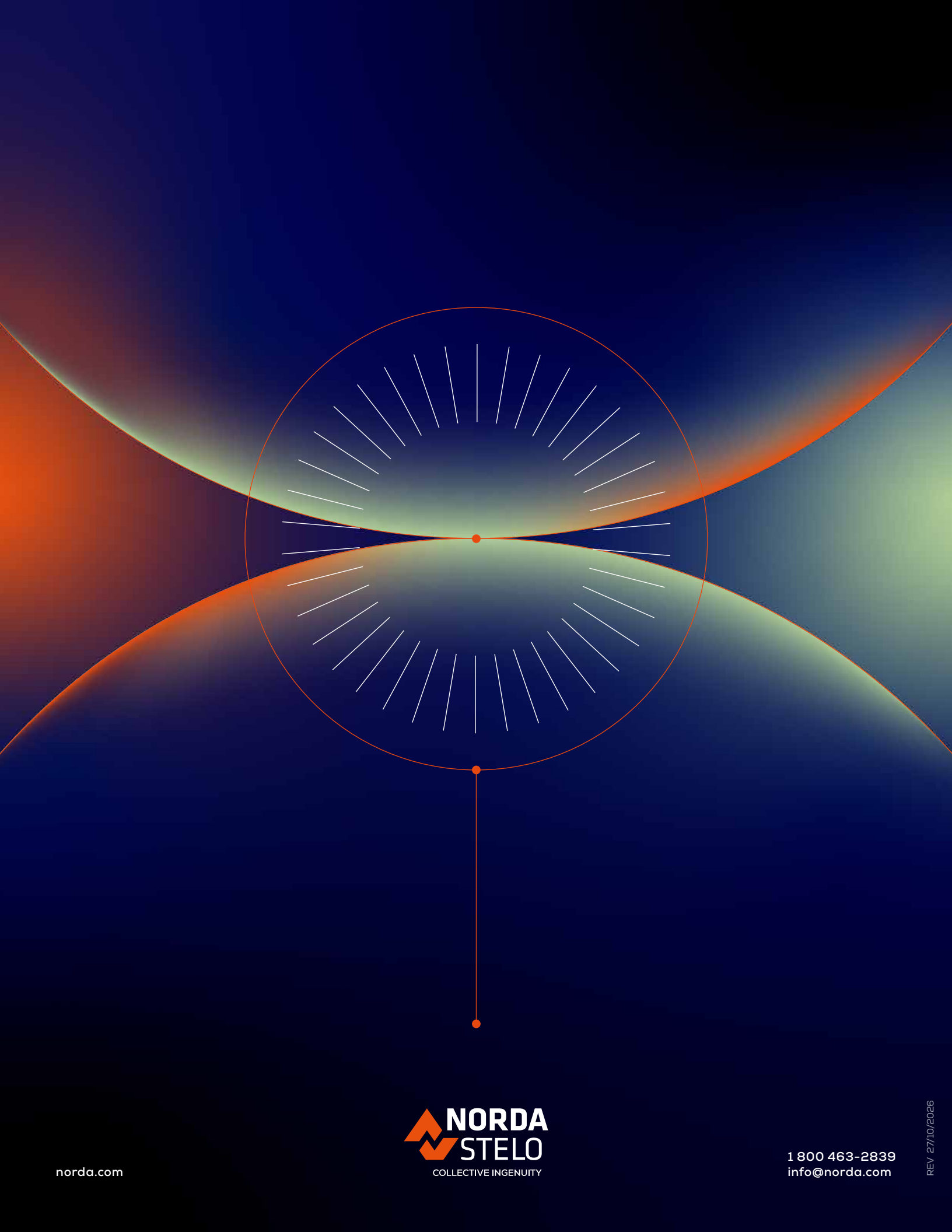


QUARTILE	MEN	WOMEN
Upper quartile	93.8%	6.3%
Upper middle quartile	88.2%	11.8%
Lower middle quartile	58.8%	41.2%
Lower quartile	64.7%	35.3%

Non-binary people and unknown / prefer not to answer: not reported.

LOOKING AHEAD

Norda Stelo will continue to publish this report annually and to monitor results over time. We remain committed to fair and consistent compensation practices, supported by our job evaluation system and our pay equity principles, and to fostering a workplace where every talent can thrive.



NORDA STELO
COLLECTIVE INGENUITY

norda.com

1 800 463-2839
info@norda.com

REV 27/10/2026