

KLOHN CRIPPEN BERGER LTD.

Pay Transparency Report

Employer details

Employer:	KLOHN CRIPPEN BERGER LTD.
Address:	500 - North Tower 5811 Cooney Road, Richmond, BC
Reporting Year:	2026
Time Period:	January 1, 2025 - December 31, 2025
NAICS Code:	54 - Professional, scientific and technical services
Number of Employees:	300-999

About KCB

Klohn Crippen Berger (KCB) is a global engineering, geosciences, and environmental consulting firm driven by Passion, Integrity and a commitment to Excellence. With the ambition of Globally Connected Excellence, we bring over 75 years of global expertise to advise clients in the mining, hydropower, infrastructure, transportation and energy sectors around the world. Guided by our purpose of Sustaining the Future, we partner with clients to deliver practical and resilient solutions that advance responsible resource development and support thriving communities.

The following is the full KCB Pay Transparency report for our British Columbia based employees.

Understanding the Measures

Pay equity and the gender pay gap measure different things:

- **Pay equity** considers whether employees receive equitable compensation for the same or substantially similar work, considering factors such as job requirements, skills, responsibilities, qualifications, and experience.
- **The gender pay gap** compares overall earnings between gender groups within an organization.

A gender pay gap does not mean that employees performing comparable work receive different pay. It reflects differences in pay related to gender representation across occupations, career levels, specialized roles, and leadership positions.



Hourly pay

Mean hourly pay gap¹



In this organization women's average hourly wages are 16% less than men's. For every dollar men earn in average hourly wages, women earn 84 cents in average hourly wages.

Median hourly pay gap²



In this organization women's median hourly wages are 12% less than men's. For every dollar men earn in median hourly wages, women earn 88 cents in median hourly wages.

Explanatory notes

1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
2. "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the mid-range of pay for each group. Hourly pay does not include bonuses and overtime.

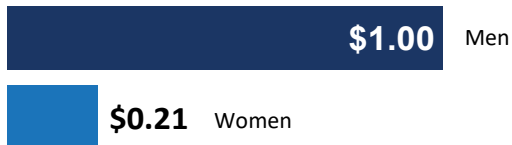
Why is there a difference in hourly rate?

- KCB's median hourly pay gap is 12%, compared with 18% for the Professional, Scientific and Technical Services sector (Statistics Canada's Labour Force Survey 2025).
- Women represent a smaller proportion of employees in senior technical, specialized, and leadership positions.
- These differences in gender representation influence KCB's overall mean and median hourly pay results.



Overtime pay

Mean overtime pay ³



In this organization women's average overtime pay is 79% less than men's. For every dollar men earn in average overtime pay, women earn 21 cents in average overtime pay.

Median overtime pay ⁴



In this organization, women's median overtime pay is 67% less than men's. For every dollar men earn in median overtime pay, women earn 33 cents in median overtime pay.

Mean overtime paid hours ⁵

Difference as compared to reference group (Men)

Women	-151
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In this organization the average number of overtime hours worked by women was 151 less than by men.

Median overtime paid hours ⁶

Difference as compared to reference group (Men)

Women	-56
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In this organization the median number of overtime hours worked by women was 56 less than by men.

Percentage of employees in each gender category receiving overtime pay



Explanatory notes

3. "Mean overtime pay" refers to overtime pay when averaged for each group.
4. "Median overtime pay" refers to the middle point of overtime pay for each group.
5. "Mean overtime paid hours" refers to the average number of hours of overtime worked for each group.
6. "Median overtime paid hours" refers to the middle point of number of overtime hours worked for each group.

Why is there an overtime difference?

- The overtime gap does not reflect different overtime pay rates for women and men.
- It primarily reflects differences in the number of overtime hours worked.

Overall, the overtime pay gap reflects the distribution of overtime hours across employees and roles.



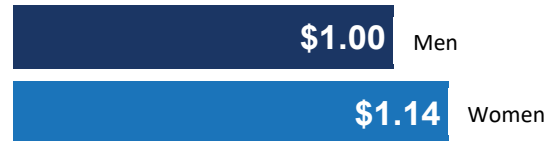
Bonus pay

Mean bonus pay ⁷



In this organization women's average bonus pay is 45% less than men's. For every dollar men earn in average bonus pay, women earn 55 cents in average bonus pay.

Median bonus pay ⁸



In this organization women's median bonus pay is 14% more than men's. For every dollar men earn in median bonus pay, women earn \$1.14 in median bonus pay.

Percentage of employees in each gender category receiving bonus pay



Explanatory notes

7. "Mean bonus pay" refers to bonus pay when averaged for each group.
8. "Median bonus pay" refers to the middle point of bonus pay for each group.

Why is there a bonus difference?

- Women's median bonus pay exceeded men's during the reporting period, indicating that bonus outcomes at the midpoint of the organization were higher for women.
- Differences in average bonus pay are primarily influenced by gender representation across senior leadership and higher bonus opportunity positions.



Percentage of each gender in each pay quartile ⁹

Upper hourly pay quartile (highest paid)



Upper middle hourly pay quartile



Lower middle hourly pay quartile



Lowest hourly pay quartile (lowest paid)



■ Men
■ Women

In this organization, women occupy 23% of the highest paid jobs and 43% of the lowest paid jobs.

Explanatory notes

9. "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay.

Understanding Our Results

The gender pay gap at KCB, like other companies in our sector, reflects the lower representation of women in senior technical and management positions. This pattern has been influenced in part by longstanding societal norms and systemic barriers that have affected women's entry, retention, and advancement in engineering and the sciences. KCB and the broader industry are working to address these barriers and create more equitable pathways to advancement. Our focus on addressing these issues has been multi-faceted:

Recruitment

KCB has implemented standardized recruitment practices aligned with our commitment to equity, diversity, and inclusion (EDI). We work to minimize unconscious bias and provide candidates with an accessible, transparent, and fair recruitment experience.

Women represent 43% of employees in the lowest pay quartile and 35% in the lower-middle pay quartile. Increasing women's representation at these levels will strengthen the pipeline for future senior technical and management roles and help reduce the gender pay gap over time.

In 2025, women held 18.6% of KCB's British Columbia (BC)-based engineering positions. By comparison, women represented 16.4% of professional engineers in BC, according to Engineers Canada's 2024 National Membership Report.

Of KCB's new hires in BC, women represented 24.5% of new hires overall and 13.3% of those hired into engineering positions. Across KCB's Canadian offices, women represented 28.1% of new hires into engineering positions.

Compensation Practices

Our annual compensation process is rigorous, evaluating both external and internal factors. KCB participates in independent market salary surveys to ensure our pay programs remain competitive, equitable, and aligned with market practices.

Annually we conduct performance discussions, review position requirements, evaluate employees' skills, experience, and qualifications. We also provide managers with annual training on how to prepare for the compensation review process. Prior to completing our annual compensation process, we compare proposed salary increases, promotions, and incentive awards across genders within the same position level. For 2025, none of these comparisons showed a statistically significant gender difference.

Leadership Pipeline

KCB has a robust global succession planning program, which includes a thorough and structured review of talent, development needs, career readiness, and potential for future opportunities. The process supports consistent talent evaluation and helps mitigate the risk of bias or discrimination in succession decisions.

We offer equitable access to leadership and technical development programs, along with opportunities to attend conferences, across the organization. Globally, 39% of our team lead and manager positions, were filled by women in 2025.

An inclusive workplace and equitable people practices will help reduce the gender pay gap over time, as more women move from technical contributors and project managers into principal, and executive roles, where representation remains lowest. The KCB Women in Klohn (WiK) Committee, has been in place since 2014, which is an employee-led initiative that advances gender equity through connection, mentorship, and professional development. WiK also works with leaders to promote inclusive practices and support women's advancement.

Looking Ahead

KCB continues to monitor our pay and workforce data, review our people practices, and identify opportunities to strengthen equitable access to employment, development, advancement, and leadership opportunities.

By reporting transparently on our gender pay gap results and the factors that influence them, we support reducing the gender gap and measuring our progress over time. KCB remains committed to fostering an inclusive workplace where employees are supported in building rewarding and long-term careers.