

NORTHWEST HYDRAULIC CONSULTANTS LTD.

Pay transparency report

We have prepared this report as part of our commitments under the BC Pay Transparency Act. We take gender equity in our workplace very seriously and are proud of what we've achieved in our organisation through hard work and implementing thoughtful decisions. The numbers in this report describe pay differences in our workforce based on gender but these numbers tell only a small part of our story. We care deeply about the people who work here, and we also care very much how people outside our company see us. We hope the additional information provides enough context for you to see us as we do.

About NHC

Northwest Hydraulic Consultants Ltd. (NHC) is an international firm of highly skilled people providing technical services in a broad range of water resource disciplines. NHC staff are passionate about water and dedicated to developing effective solutions for issues related to water and earth processes. We are an independent, employee-owned company. Our structure fosters collaboration through minimal hierarchy, enabling our experts to flexibly develop location-specific solutions to resolve legacy and emerging water resource issues.

NHC was established in 1972 and is headquartered in Edmonton, Alberta. NHC is the parent corporation of Northwest Hydraulic Consultants Inc., headquartered in Seattle, Washington, Lasalle | Northwest Hydraulic Consultants (LNI) Canada, headquartered in Montréal, Québec, and Northwest Hydraulic Consultores Ltda (NHC Ltda) Brazil, headquartered in Sao Paulo, Sao Paulo. NHC has branches in British Columbia (BC) and Alberta. This report covers our staff in the NHC BC branch, only.

Compensation

NHC pays wages and salaries that are competitive as compared with both the industry and the local community, enabling us to attract and retain highly qualified and talented people. Salaries at all levels are reviewed annually and adjusted based on economic data, such as the Consumer Price Index, and specialized salary surveys. Employees at NHC are classified as principals, associates, professionals, technologists, and administrators. Technologist and administrator employees are entitled to overtime compensation, while professional staff may accrue compensatory time off instead of overtime pay. Employees are entitled to at least three weeks of paid vacation annually, accrued from the hire date. Additional vacation days are awarded to employees based on years of service.

Recruitment and Retention

Recruitment and retention of women is important to us, so that women can build long careers in our company and our industry, and thereby achieve the leadership roles and higher pay levels that come with length of experience. NHC continues to implement several initiatives to attract and retain women and staff with diverse backgrounds:

- We have revised job ads to remove biased language.
- We encourage our staff to work and collaborate in our offices in person, while offering flexible remote-work arrangements for staff who need to work from home, either part-time or full-time.
- We offer flexible return-to-work arrangements for new parents and reduced hours for those who need them.
- We provide maternity and parental leave top-ups.
- We initiated branch-wide unconscious bias training in 2020.
- We support an employee-run Women-identifying Employee Resource Group and an employee-run Early Careers Group that meet regularly for organized discussions and general support.
- We participate in the Federal Contractors Program, which encourages employment equity in workplaces through data collection, reporting, and goal setting.
- We have run a voluntary internal Corporate Social and Environmental Responsibility annual reporting program since 2012, which has included tracking of salary data since 2020.

Employer details

Employer:	NORTHWEST HYDRAULIC CONSULTANTS LTD.
Address:	30 GOSTICK PLACE, NORTH VANCOUVER, BC
Reporting Year:	2026
Time Period:	January 1, 2025 - December 31, 2025
NAICS Code:	54 - Professional, scientific and technical services
Number of Employees:	50-299



Hourly pay

Mean hourly pay gap¹

\$1.00	Men
\$0.96	Women
\$1.10	Prefer not to say / Unknown

In this organization women's average hourly wages are 4% less than men's. For every dollar men earn in average hourly wages, women earn 96 cents in average hourly wages. *

Median hourly pay gap²

\$1.00	Men
\$1.02	Women
\$1.00	Prefer not to say / Unknown

In this organization women's median hourly wages are 2% more than men's. For every dollar men earn in median hourly wages, women earn \$1.02 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.



Overtime pay

Mean overtime pay³

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Median overtime pay⁴

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Mean overtime paid hours⁵

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Median overtime paid hours⁶

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Percentage of employees in each gender category receiving overtime pay

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

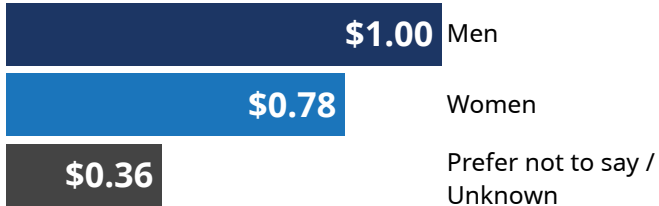
Explanatory notes

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.



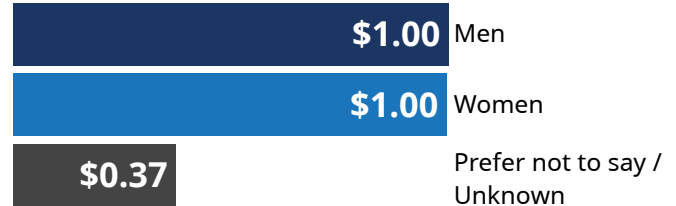
Bonus pay

Mean bonus pay ⁷



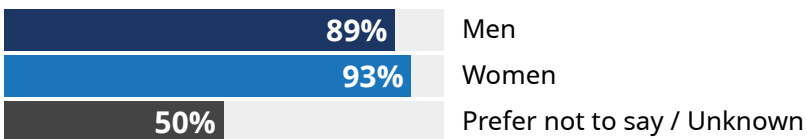
In this organization women's average bonus pay is 22% less than men's. For every dollar men earn in average bonus pay, women earn 78 cents in average bonus pay. *

Median bonus pay ⁸



In this organization women's median bonus pay is 0% less than men's. For every dollar men earn in median bonus pay, women earn \$1.00 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.



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
■ Prefer not to say / Unknown

In this organization, women occupy 35% of the highest paid jobs. Prefer not to say / Unknown occupy 34% of the lowest paid jobs.

† This pay quartile was reduced to suppress gender categories consisting of less than ten (10) employees.

Explanatory notes

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

Data constraints

In 2025, NHC's BC branch had approximately 160 employees. Our overall staff gender composition was 56% men and 25% women. The remaining 19% of staff identified as non-binary, chose not to specify their gender, or did not participate in the survey.

Information on gender was collected by asking staff to self-report on gender. We did not collect this information from on-call staff or from those who had already left the company at the time of the survey. As a result, our "gender unknown/prefer not to say" values are high for 2025. We expect to reduce the proportion of staff in this category in future years, as we now ask staff to self-report gender at the time of hiring.

We do not have enough staff who self-identified as non-binary to present any data on these staff.

We were unable to report on overtime pay as there were an insufficient number of non-male staff who received this pay.

Commentary on Results

This report presents data on all NHC BC staff in aggregate, including staff in all employment categories (permanent, on-call, and students) and at all levels (including principals and associates). Our staff work in the fields of office administration, HR, safety, marketing, IT, CAD, geomatics, field operations, data science, physical model construction, professional engineering and geosciences, and other sciences. Some of these fields are dominated by women (e.g., administration and HR) while some are dominated by men (e.g., physical model construction and field operations).

Percentage of staff by gender in each staff category:

- Administrators: 18% M, 82% F
- Technologists: 74% M, 5% F, 21% other (non-binary/unknown/prefer not to say)
- Professionals (including Associates): 56% M, 39% F, 5% other
- Principals: 76% M, 19% F, 5% other

NHC is committed to providing equal pay for equivalent roles. All staff at a given level receive the same base salary in relation to hours worked.

Employees are eligible for annual bonuses based on profit-sharing, work performance, and company ownership, prorated based on base salary and hours worked. Generally, bonuses are higher at higher salary levels to reflect the increasing responsibility taken on by staff. Bonus amounts are lower for those working part-time or on leave, which tends to have a greater impact on women, as a higher proportion of our female staff have voluntarily reduced work schedules or take maternity and longer parental leave.

There are a higher proportion of men at higher salary levels (e.g., principals) in our company as there have historically been more men in our industry and in leadership roles. These factors skew average hourly salaries and average total bonuses towards men. We see a gradual correction of this trend in the professional and ownership categories. In 2025, 29% of our principals and associates were women, compared to 17% in 2016. Women occupy 35% of the highest paid jobs at NHC BC, compared to our overall composition of 25% women.

- * In accordance with the Pay Transparency Act and reporting rules designed to protect the anonymity and privacy of respondents, one or more gender categories has been excluded due to insufficient numbers to meet disclosure requirements.