

PAY TRANSPARENCY REPORT | 2025

THURBER ENGINEERING LTD.
Pay transparency report

Employer details

Employer:	Thurber Engineering Ltd.
Address:	#730 - 1075 West Georgia Street, Vancouver, BC, V6E 3C9
Reporting Year:	2026
Time Period:	January 1, 2025 - December 31, 2025
NAICS Code:	54 - Professional, scientific and technical services
Number of Employees:	50 - 299

At Thurber, our purpose is clear: **to make a difference for people**. Whether it's through geotechnical investigations, environmental remediation, materials testing, or pavement assessment, our goal is to deliver solutions that enhance lives and strengthen communities.

We are passionate about our work, committed to quality, and deeply care about what we do and the communities we serve. Collaboration is at the core of our approach—we work together with our teams, clients, and stakeholders to achieve meaningful results.

Proudly Canadian and employee-owned since 1957, Thurber is dedicated to making a difference for people and communities, one project at a time.

Our Values

Passion: we are driven to deliver our best and inspire others.

Quality: We're committed to providing our clients with a quality experience, in both service and product.

Caring: We show kindness and concern for others, the environment, and the industry.

Together: We make a difference for people by working with passion, quality, and care - **together.**

The British Columbia Pay Transparency Act

BC's Pay Transparency Act requires employers to publish an annual report on pay, overtime, and bonuses, broken down by gender. The goal is to make pay practices more open, narrow gender-based pay gaps, and support fair, consistent pay decisions.

Since the Act came in, BC's gender pay gap has narrowed from 18.4 percent in 2022 to 14.5 percent in 2025. In professional, scientific and technical services, the gap improved by five percent over the previous year. Other 2025 provincial findings include:

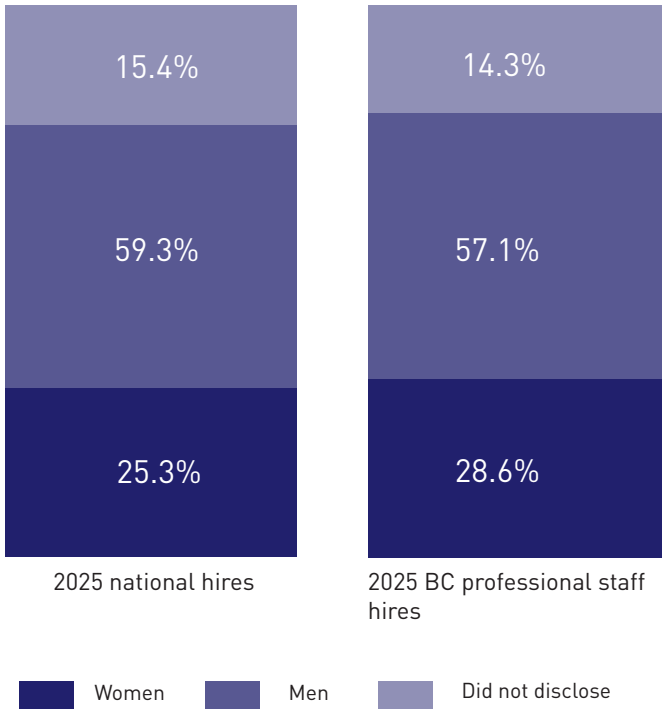
- Women 55+ earned 83¢ per dollar (up from 78¢ in 2017)
- Racialized women earned 74¢ (up two points)
- Indigenous women earned 83¢ (up two points)
- Recent newcomer women earned 69¢ (down four points)

Women make up more than half of the Canadian population but are significantly underrepresented in engineering education and in the engineering profession. Over the past decades, the number of women enrolled in post-secondary engineering programs has risen, as has the number of women in the engineering profession. Yet despite steady increases in the representation of women, men still vastly outnumber women in engineering. **Thurber supports the Pay Transparency Report as a quantitative metric toward reducing gender-based bias in the workplace. The following section highlights our 2025 results.**

Thurber's 2025 Results

2025 Hiring

In 2025, our British Columbia operations hired 22 employees, of which 28.6% were women, 57.1% men, and 14.3% did not disclose their gender identity.



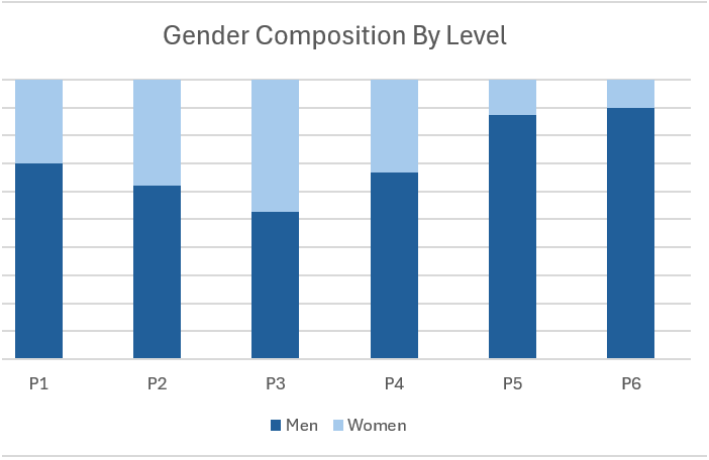
Earning Comparison by Professional Level (BC only)

The following table shows the average hourly pay rate difference between women and men at the junior, intermediate, and senior level in British Columbia in 2025.

	Women	Men
Junior (P1 - P2)	$1.04	$1.00
Intermediate (P3 - P4)	$0.94	$1.00
Senior (P5 - P6)	$1.06	$1.00

When looking at pay within comparable career levels, women and men are generally paid at similar levels. Across the individual levels, the median women-to-men pay ratio is approximately 97.5%, placing the midpoint of the results 2.5% below parity. It is important to consider this difference in the context of our career levels, which each span several years of experience. Employees at the same level may therefore be at different points in their progression, which can affect pay. Differences in the mix of disciplines within each level can also influence the results, with more women working in environmental roles and more men in geotechnical roles, which generally pay more.

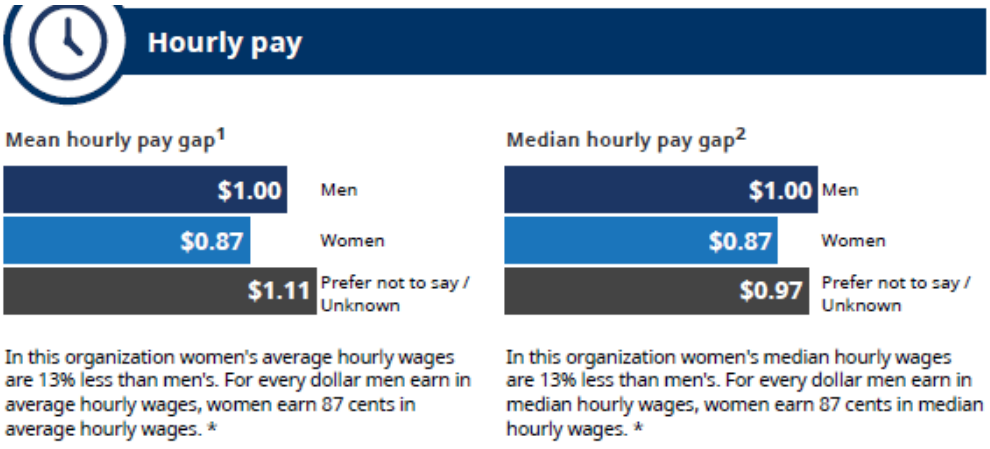
While employees at each career stage make a similar wage, the aggregate data shows that Thurber's overall pay gap is 13 percent. The aggregate gap is larger because more men at Thurber currently hold senior roles, where pay and bonuses are higher. Closing this gap requires both continued attention to equitable pay within comparable roles and stronger pathways for women to progress into senior and leadership positions - **and that is where we are focusing our efforts.** As Thurber focuses on removing barriers to representation of women at all levels, we expect the overall gap to narrow as more women move into senior roles.



Distribution of men and women at all levels (P1 - P6).

Thurber BC Aggregate Data

The following charts highlight our pay data, as obtained through BCeID. BCeID is a government services account which translates our employee data into standardized, easy-to-read gender pay metrics.



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

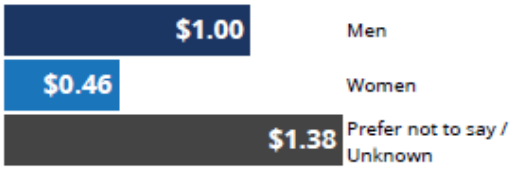
Due to professional staff receiving straight time overtime, which is not reported in the legislated report as "Overtime", and insufficient data points for non-male gender groups earning overtime at time and a half or greater, we are unable to report on gender-based overtime gaps.

Bonus Pay

Women and men are equally likely to receive a bonus. The difference is in the amount, because bonuses are larger in senior roles, where more men currently work.

Bonus pay

Mean bonus pay [7]



In this organization women's average bonus pay is 54% less than men's. For every dollar men earn in average bonus pay, women earn 46 cents in average bonus pay. *

Median bonus pay [8]



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

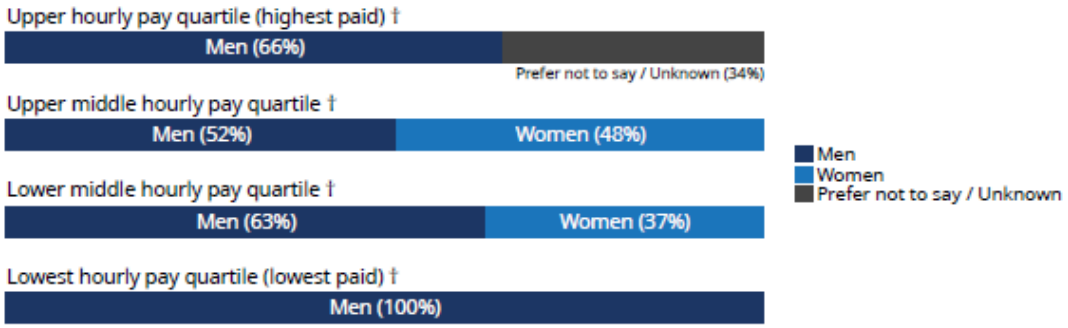
Percentage of employees in each gender category receiving bonus pay



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]



In this organization, Prefer not to say / Unknown occupy 34% of the highest 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.

* 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.

Thurber's Pay Practices

Gender is not a factor in our salary decisions, and we review data each year to ensure that holds. **We base salaries only on education, experience, and contribution to the company**, and we deliberately leave gender out of every salary discussion.

Each year, we review performance and salaries using both internal and external data:

- Individual and business performance
- Growth in technical and business skills
- The consumer price index
- Market data for the consulting engineering industry

These reviews keep our salaries competitive and in step with market changes, and they make sure pay reflects each employee's contributions, experience, and growth. They do not take gender, background, or any other factor unrelated to the work into account.

Our annual salary review process allows for a wholistic review of compensation within the company. Reviewing everyone together lets us look at the performance of our various business groups and individuals, internal budgetary and financial performance factors, staffing levels, work projections, opportunities for growth and promotions, and where to focus our efforts.

We gather self-appraisals and feedback from management and coworkers, and individual and group performance metrics from internal financial and project management data as part of our annual performance review process. This information helps us match individual performance and growth to position-based compensation spectrums or bands using a formulaic approach with human review.

We aim to match individual performance and contributions to pay as equitably as possible and bring together information from many people and sources to reduce bias and improve transparency of process. **Final compensation decisions undergo a multi-stage final review** from Human Resources, Discipline Managers, Regional Managers, and our Chief Operating Officer and Chief Financial Officer.

Along with competitive wages, our compensation package includes:

- Extended health benefits
- RRSP matching
- Paid overtime
- A flexible hybrid work environment
- Support for conferences and continuing education

We are Living Wage BC Certified. We aim to hire qualified people of all backgrounds, including women, Indigenous Peoples, and other underrepresented groups.

We keep refining our pay practices. Right now, we are defining more clearly what successful performance looks like at Thurber and what career paths look like, based on how skills progress and on business goals set for each position. This helps us tie salaries to clear expectations, to contributions that improve our systems and processes, and to our values. We know there is more to learn, and we will keep listening to our staff, owners, clients, and industry as we improve.

Thurber's position on Pay Transparency and Pay Equity

At Thurber, we view pay transparency as a meaningful, evidence-based tool for advancing pay equity and addressing systemic wage gaps. When implemented thoughtfully, it can strengthen fairness, accountability, and trust within organizations.

Pay transparency is not an endpoint, but one component of a broader, ongoing effort to advance equity, inclusion, and excellence across the consulting engineering industry.

Our Approach to Pay Transparency Reporting

At Thurber, we aim to ensure pay is fair and equitable. We are proud of the advances we have made as a company and recognize that continued work is required to see more women in leadership positions.

Limitations of the Pay Transparency Report

The required Pay Transparency Report format doesn't show the full picture of how Thurber is supporting gender equity in engineering. In consulting engineering, pay depends on experience, role, specialized skills, regional labour markets, overtime eligibility, incentive and ownership structures, and non-monetary benefits. The legislated report:

- Uses aggregate data, mixing senior and junior roles, and technical and administrative roles, without breaking them down by discipline, level, or seniority
- Doesn't account for experience, tenure, or ownership structures
- Makes it hard to tell a representation gap (for example, fewer women in senior roles) from a real pay difference between people in roles of equal value

To give a clearer picture, we have added supplementary data alongside the required report. Even so, some limits remain:

- **Voluntary data:** Employees choose whether to share their gender identities. Employees who chose not to share their gender identities are included in the report as "Unknown".
- **Small sample sizes:** To get enough data, we had to combine career levels. Some groups, such as administrative and internal support staff, were still too small to report even after combining.
- **Broad career levels:** Each level covers several years of experience, and staff are not spread evenly within a level. Because the statistics treat everyone in a level as directly comparable, this can make gaps look larger or smaller than they are.
- **Discipline differences:** Environmental teams have more women, and geotechnical teams have fewer, and geotechnical staff generally receive a higher wage. When we combine data for the whole company, these differences can distort the pay gap.
- **Overtime:** Professional staff are paid for extra hours at their regular rate, so most of this time is not recorded as overtime pay.
- **Bonuses:** Bonuses are usually higher in senior and leadership roles, where more men work. This pushes the bonus gap wider.

What we're doing to close the pay gap

We are working to understand why women are hard to attract and keep in consulting engineering. We have reviewed our internal systems, listened to employees, worked with outside consultants, and built policies and programs to close the gaps we found.

Where we are today:

- Corporately, we have expanded our management structure to provide more leadership opportunities for women.
- In 2025, we added five new female Associates at Thurber and in 2026 we added three new female Associates.
- Our EDI Leadership Group works with our Women's Resource Group (WRG) and leadership team to put in place policies and programs that support our diverse workforce.
- Our WRG connects women across the company and hosts events for women and their allies. Past events include a menopause information session, a parental leave seminar, and career retrospectives featuring women at Thurber.
- In 2023 we engaged the Thoughtful Co. to help us write our EDI commitment, launch our EDI program, and set up our WRG. They also trained our leadership group on the business case for women in leadership and why allyship matters.
- We are active in groups that are driving change in the industry.
- We sponsor conferences supporting Equity, Diversity, and Inclusion in engineering, including the CEA Women in Consulting Engineering Conference, the CCWESTT Conference, and the Women in Engineering Summit.
- As part of our committment to leadership development we send selected women from across the country to the Art of Leadership for Women conference each year.
- To attract diverse applicants, we attend university career fairs across the country and events such as WiSER, which supports women and underrepresented groups in STEM.
- We implemented a parental leave top up program in 2023 that to date has supported 48 men and 13 women, to date.

We continue to listen to our employees and seek meaningful opportunities to make a difference for people of all genders and ethnicities at Thurber.

What's next?

We will publish this report every year and use it to track our progress. Over the next year, we will:

- Review pay at all stages to understand the difference this report shows
- Continue to expand pathways for women into senior and leadership roles
- Encourage employees to voluntarily share their gender identities through our Diversity Survey in Dayforce, so future reports are more complete
- Discuss the report's findings with the WRG, leadership, and management teams to ensure it is an inclusive process



Thurber Engineering Ltd.
For additional information, please reach out to
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