Carbon Engineering

CARBON ENGINEERING PAY TRANSPARENCY REPORT

NOVEMBER 2026

 COPYRIGHT © 2026 | ALL RIGHTS RESERVED

Carbon Engineering

EMPLOYER DETAILS	
Company:	Carbon Engineering ULC
Address:	37322 Galbraith Road, Squamish, BC, V8B 0A2
Reporting Year:	2026
Time Period:	January 2025-December 2025
NAICS Code:	541710
Number of Employees:	50 to 299 employees

 COPYRIGHT © 2026 | ALL RIGHTS RESERVED

PAY EQUITY ANALYSIS

GENERAL INFORMATION

Carbon Engineering (CE) is committed to preparing and publishing an annual Pay Transparency Report in accordance with British Columbia's Pay Transparency Act.

The CE team includes a wide range of technical and business support jobs. It is worth noting that the existing internal compensation process accounts for employee performance, job type, seniority, years of service and other critical pay equity factors not currently reflected in the methodology for this report.

Annual reporting will support accountability and help to better identify gender pay gaps so we can continue our work toward fair and equitable compensation.

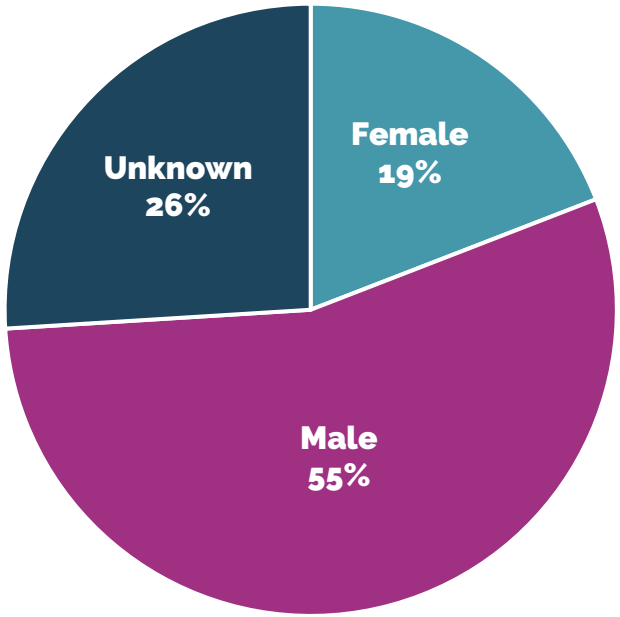
M = 112 = Employees identify as Male

F = 39 = Employees identify as Female

X = <10 = Employees identify as Non-Binary**

U = 53 = Unknown or Prefer not to say

***To preserve privacy, Non-Binary data was excluded as there are less than 10 individuals in the gender category*



 COPYRIGHT © 2026 | ALL RIGHTS RESERVED

PAY EQUITY ANALYSIS

MEAN HOURLY PAY GAP BY GENDER

- Female employees earn about $0.98 for every $1.00 earned by male employees, a mean hourly pay gap of 1.65%.
- Male and Unknown groups are at parity, with a 0% gap against the baseline.
- The analysis covers 204 employees: 39 female (19%), 112 male (55%) and 53 unknown (26%).

Count	Gender	Difference	Mean Hourly Pay Gap
39	Female	$0.98	1.65%
112	Male	$1.00	0%
53	Unknown	$1.00	0%

CARBON ENGINEERING | **COPYRIGHT © 2026** | ALL RIGHTS RESERVED

PAY EQUITY ANALYSIS

MEDIAN HOURLY PAY GAP BY GENDER

- Female employees earn about $0.91 for every $1.00 earned by male employees, a median hourly pay gap of 9%.
- Unknown employees earn about $0.93 per $1.00, a median gap of 7%. Male employees are the 0% baseline.
- The analysis covers 204 employees: 39 female (19%), 112 male (55%) and 53 unknown (26%).

Count	Gender	Difference	Median Hourly Pay Gap
39	Female	$0.91	9%
112	Male	$1.00	0%
53	Unknown	$0.93	7%

 COPYRIGHT © 2026 | ALL RIGHTS RESERVED

PAY EQUITY ANALYSIS

OT PAY AND HOURS GAP BY GENDER

- Male (40 employees) is the baseline at $1.00.
- Unknown (15 employees) earns $0.27 per $1.00 on average (73% gap) but $0.03 at the median (97% gap).

Count	Gender	Mean Dollar Earned	Mean Gap	Median Dollar Earned	Median Gap	% of Employees of Each Gender Receiving OT
40	Male	$ 1.00	0%	$1.00	0%	36%
15	Unknown	$ 0.27	73%	$0.03	97%	28%

Count	Gender	Mean OT Hours Gap	Median OT Hours Gap
40	Male	0	0
15	Unknown	195	275

***To preserve privacy, Female data was excluded as there are less than 10 individuals in the gender category*

 COPYRIGHT © 2026 | ALL RIGHTS RESERVED

PAY EQUITY ANALYSIS

MEAN AND MEDIAN BONUS PAY GAP BY GENDER

- Male (112 employees) is the baseline at $1.00, with a 0% mean and median gap.
- Female (37 employees) has a -7% mean gap ($1.07 per $1.00) and a -4% median gap ($1.04 per $1.00), both above the male baseline.
- Unknown (43 employees) has a -14% mean gap ($1.14 per $1.00), but an 18% median gap ($0.82 per $1.00).

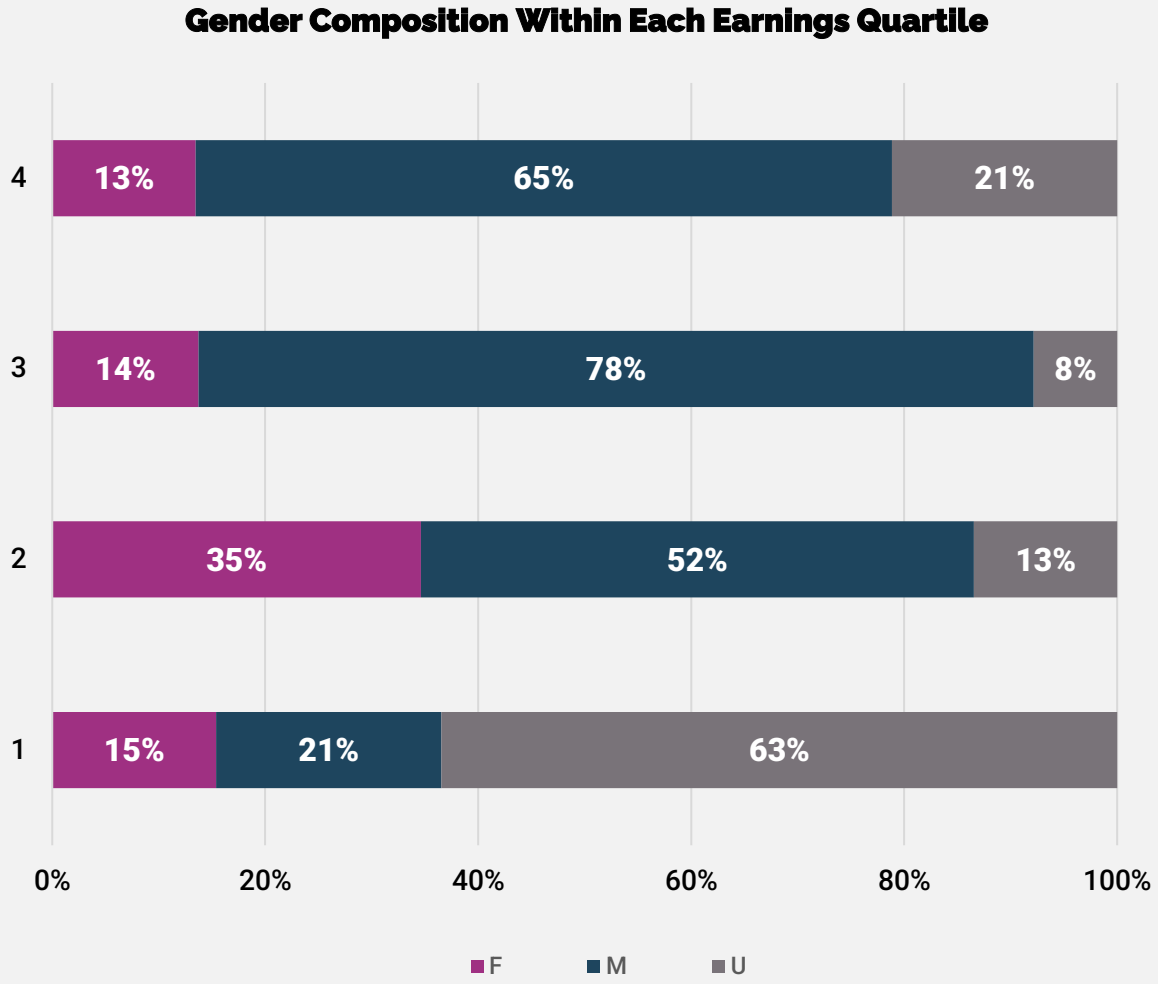
Count	Gender	Mean Gap	Dollar	Median Gap	Dollar	% of Employees of Each Gender Receiving Bonus Pay
37	Female	-7%	$1.07	-4%	$1.04	95%
112	Male	0%	$1.00	0%	$1.00	100%
43	Unknown	-14%	$1.14	18%	$0.82	81%

 COPYRIGHT © 2026 | ALL RIGHTS RESERVED

PAY EQUITY ANALYSIS

GENDER MIX BY QUARTILE BASED ON HOURLY PAY

- 4 – 75-100% - Upper Hourly Pay Quartile (Highest Paid)
- 3 – 50-75% - Upper Middle Hourly Pay Quartile
- 2 – 25-50% - Lower Middle Hourly Pay Quartile
- 1 – 0-25% - Lower Hourly Pay Quartile (Lowest Paid)
- Male employees are the largest group in quartiles 2, 3 and 4, peaking at 78% in quartile 3.
- Unknown employees make up 63% of quartile 1 but only 8% to 21% of the others.



***To preserve privacy, Non-Binary data was excluded as there are less than 10 individuals in the gender category*

 COPYRIGHT © 2026 | ALL RIGHTS RESERVED

 COPYRIGHT © 2026 | ALL RIGHTS RESERVED