BRITISH COLUMBIA · REPORTING YEAR 2026

2026 British Columbia

Pay Transparency Report

Thales DIS CPL Canada Inc.

Data period January 1 to December 31, 2025

Published October 2026

THALES

Building a future we can all trust

Who we are

Building a future we can all trust

For more than 50 years, Thales Canada has delivered proven, trusted and secure solutions to customers across Canada. The company brings a strong national footprint and a deeply skilled workforce dedicated to anticipating and exceeding customer needs. As a national leader in advanced research and technology, Thales Canada plays a key role in strengthening national security, advancing deep tech innovation, and growing Canada's defence and digital ecosystems.

Our values and our people

Our employer promise reflects how we work, support our people and create opportunities for them to grow. A diverse, equitable, and inclusive workplace helps bring different perspectives to our teams and contributes to innovation, creativity, and sustainable performance.

We master technology

We put technology in the service of society. Our people combine their expertise across disciplines to solve complex challenges and develop solutions that our customers and communities can trust.

We care about balance

We promote an open culture where people are listened to and cared for. We value work-life balance and the support and flexibility that enable our people to succeed.

We open up career journeys

We support learning, collaboration, and career growth across businesses, functions, and countries. We want everyone to have the opportunity to develop their expertise and reach their potential in a respectful and inclusive workplace.

Our commitment to pay transparency

Fair and equitable pay is part of this commitment. Prepared under British Columbia's *Pay Transparency Act*, this report presents gender pay results for employees of Thales DIS CPL Canada Inc. in B.C. for January 1 to December 31, 2025, including employees who left during the year.

The B.C. government sets the required measures and definitions to support consistent reporting. For hourly pay, the calculations first determine each employee's hourly rate from ordinary pay and the corresponding paid hours during the reporting period.

- → The **mean hourly rate** is the sum of individual hourly rates in a gender category divided by the number of employees in that category.
- → The **median hourly rate** is the middle individual hourly rate when rates are ordered from lowest to highest. Where there are two middle rates, it is their average.
- → The **hourly gender pay gap** is the difference between the mean or median hourly rate for men, the reference category, and the corresponding rate for women, expressed as a percentage of the rate for men. It compares rates across the workforce, regardless of job type or level.

Report summary

Report summary

13%

median hourly gender pay gap in our B.C. workforce in 2025.

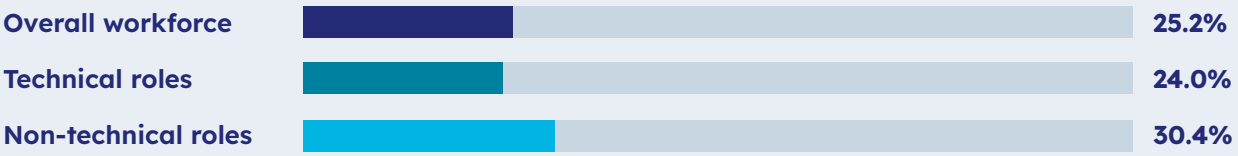
18%

median gap reported for B.C.'s **information and cultural industries** sector in 2025.

In 2025, our B.C. workforce had a median hourly gender pay gap of 13%, compared with the 18% gap reported for B.C.'s information and cultural industries sector.

> **The workforce-wide pay gap does not directly compare employees performing similar work. Our supplementary analysis of employees in comparable jobs found an average median hourly pay gap of 5.6%.** We review pay within comparable roles using job-related factors and apply equal pay principles throughout compensation decisions.

WOMEN AS A PERCENTAGE OF EACH POPULATION



Scale from 0% to 100%.

Women represent 25.2% of our B.C. workforce, 24.0% of employees in technical roles and 30.4% of employees in non-technical roles. Our team works mainly in software engineering, data and technical support. Women's lower representation in highly compensated technical roles contributes to the workforce-wide pay gap.

The closing section sets out our priorities for fair pay decisions, career development and inclusive recruitment.

01 · Hourly pay

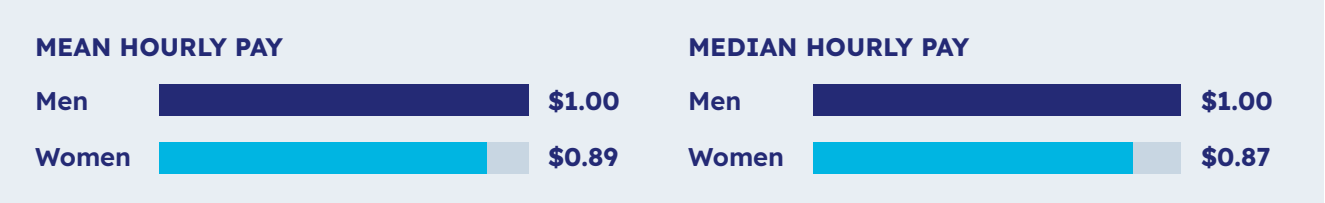
About this report and hourly pay

To protect employee privacy, results for gender categories with fewer than 10 employees are not displayed. In this report, these categories are Non-Binary and Unknown or Prefer Not to Answer. Hourly pay excludes overtime and bonus pay.

Employer details

Field	Details
Employer	Thales DIS CPL Canada Inc.
Address	700 W Pender Street, Pacific Center, Suite 410, Vancouver, BC V6C 1G8
Reporting year	2026
Data period	January 1 to December 31, 2025
NAICS code	51 – Information and cultural industries
Employees in B.C. as of January 1, 2026	50 to 299 employees

Hourly pay



For every dollar earned by men in mean hourly pay, women earned $0.89, a gap of 11%. For every dollar earned by men in median hourly pay, women earned $0.87, a gap of 13%.

According to the B.C. Government's 2026 Annual Pay Transparency Report, women in B.C.'s Information and cultural industries earned $0.82 for every $1.00 earned by men in median hourly wages in 2025, compared with $0.80 in 2024. This represents a reduction in the sector's median gender pay gap from 20% to 18%.

This is the first year we are publishing this report. As we consistently apply our pay equity principles across all pay practices, we will continue to monitor gender equity.

Understanding the pay gap

Pay gaps and equal pay

→ The workforce-wide gender pay gap does not directly compare employees performing similar work or work of equal value. Our supplementary analysis of employees with similar jobs found an average median hourly pay gap of 5.6% between men and women, and is largely explained by scope of responsibility, relevant skills, experience and performance.

→ We apply equal pay principles during hiring, promotions, other job changes and annual salary reviews. Salary ranges are benchmarked annually against comparable roles in relevant markets. Pay decisions consider role responsibilities, relevant skills, experience and performance. We review gender pay equity during annual salary reviews and make adjustments where appropriate.

Representation across roles

→ Our B.C. Thales DIS CPL Canada Inc. team includes engineering, technical support, sales, service and administrative roles. Women represent 24.0% of employees in technical roles and 30.4% in non-technical roles. Differences in market pay across job types, together with this uneven representation, contribute to the overall pay gap. For example, the market salary range for engineering roles is more than 20% higher than for corporate administrative roles at the same level, contributing to the internal pay differences observed between these job types.

→ Women remain underrepresented in the STEM labor market. We remain committed to advancing our employment equity strategy, broadening recruitment opportunities and applying job-related selection criteria fairly and consistently across all gender groups. Some equitable hiring practices we implemented include but are not limited to:

- Mandatory Diversity & Inclusion recruitment training and certification for Talent Acquisition professionals.
- Use of competency-based interviewing methodologies designed to focus hiring decisions on job-related competencies and minimize bias.
- Unconscious Bias Training for hiring leaders, managers, teams, and employees.
- Utilization of gender-decoding tools to ensure job descriptions remain inclusive, neutral, and accessible to diverse talent pools.

About our data

Gender information reflects the data available in our HR system. Employees who did not provide gender information are included in the Unknown or Prefer Not to Answer category. Hours for salaried employees are based on paid salary hours, with paid leave converted to hours at each employee's regular rate. Overtime hours are derived from overtime pay and the applicable overtime rate. Allowances, severance, vacation payouts and taxable benefits are excluded.

02 · Overtime pay

Overtime pay and hours

As required in Section 3(3) of the *Pay Transparency Act*, this measure is not disclosed because only 1 gender category has 10 or more employees.

03 · Bonus pay and pay quartiles

Bonus pay and pay quartiles

Bonus pay recognizes performance and contribution to the business. It includes annual variable pay, sales commissions and one-time payments such as sign-on bonuses. Payments are reported in the year they are paid; eligibility and payment timing differ between plans.

Bonus pay

$0.86

earned by women in **mean** bonus pay for every $1.00 earned by men – a gap of 14%.

$1.03

earned by women in **median** bonus pay for every $1.00 earned by men – 3% more.

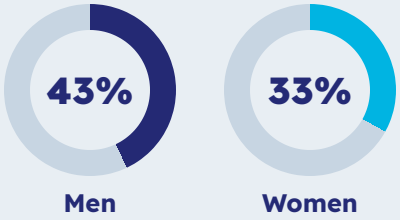
Gender	Mean bonus pay ratio	Median bonus pay ratio
Men	$1.00	$1.00
Women	$0.86	$1.03

For every dollar earned by men in mean bonus pay, women earned $0.86, a gap of 14%. For every dollar earned by men in median bonus pay, women earned $1.03, or 3% more. Mean and median bonus amounts compare recipients only.

Mean and median bonus results show different patterns. The mean is more sensitive to large individual payments. A small number of large commissions in sales roles mostly held by men contributed to the mean bonus gap.

Sales commission and annual performance bonus plans both have structured rules linked to individual and/or business performance. Annual performance bonuses paid in 2025 are based off 2024 performance. Target bonus percentages are set by job level, with awards reflecting individual and business performance under the applicable plan rules. We apply target, assessment and eligibility rules consistently to employees covered by the same plan at the same level, regardless of gender.

Employees receiving bonus pay



Bonus pay was received by 43% of men and 33% of women. Employees who did not receive bonus pay are mainly new hires in 2025 or employees from an acquisition who did not have bonus plans yet in 2024. We will monitor participation as employees become eligible under the applicable plans.

Gender representation in each pay quartile

Hourly pay quartile	Men	Women
Upper	*This measure cannot be displayed because there is insufficient data to meet disclosure requirements.**	
Upper middle		
Lower middle		
Lower	57%	43%

Pay quartiles divide employees into four groups of equal size, or as close as possible, based on hourly pay. These groupings are distinct from job levels.

**Where a gender category has fewer than 10 employees in a quartile, its percentage is not disclosed and its count is excluded from the denominator used to calculate the disclosed percentages.*

04 · Our commitments

Our ongoing work toward gender pay equity

Progress toward gender pay equity requires sustained attention to pay practices and opportunities to join, develop and advance within Thales. Our work in British Columbia is supported by Canadian and Thales Group initiatives to strengthen gender equality and inclusion.

Supporting fair and consistent pay decisions

We benchmark salary ranges annually and use ranges by role and level to support consistent decisions during hiring, job changes and annual salary reviews. Decisions consider responsibilities, relevant skills, experience and performance. We also publish expected pay ranges in B.C. job postings.

During annual salary reviews, we examine pay positioning for women and men in comparable roles and levels, and address differences not explained by role, experience or performance. This report will inform that upcoming annual review and our efforts to strengthen consistency and fairness.

Supporting career development and advancement

Across Thales Group, the company's **Gender Diversity Action Plan** supports the recruitment, development and advancement of women, including progression to positions of greater responsibility. The **International Mentoring for Women Programme** connects women with mentors across Thales to support their development and career aspirations. It has been a huge success since its launch in 2017 with over 100 female mentees from fourteen different countries each year. **Thales Group talent reviews** also help identify and support women with the potential to progress into leadership roles.

These initiatives support our broader ambition to make career opportunities accessible and strengthen the representation of women across our workforce and leadership. Locally, we will continue our efforts to attract women into engineering and technical roles and support their career progression.

Encouraging the next generation of women in technology

Women remain underrepresented in science, technology, engineering and mathematics. Thales works with schools, associations and other partners to challenge stereotypes, introduce young women to technology careers and make women role models more visible. Group initiatives include **Technovation Girls** and **Women Inspiring Women**, helping build interest in STEM and a broader talent pipeline.

Creating a respectful and inclusive workplace

Thales supports a respectful workplace through **training on unconscious bias and sexism**, with DEI networks and the **Together@Thales community**, where employees share experiences and contribute to an inclusive culture.

Thales applies a zero-tolerance principle to sexism. Its **Group digital alert platform** is available worldwide, 24 hours a day, to report harassment or discrimination. **Flexible working arrangements**, hybrid work where feasible, parental leave and family-support programs help employees manage responsibilities at different life stages.

Thales' company-wide **Inclusion Survey** gathers employees' views on diversity, equity and inclusion to inform priorities and follow-up actions.

Reinforcing our commitment to gender equality

In January 2025, Thales adopted the **Women's Empowerment Principles**, established by UN Women and the United Nations Global Compact, reinforcing its commitment to gender equality and women's representation in leadership.

Thales has long maintained its commitment to ensuring that women are even more involved in its development, based on a committed, concrete policy supported by constructive dialogue. Since 2014, Thales management has reaffirmed its commitment to promoting gender equality at all levels of responsibility. As a result, specific action plans were devised involving all company stakeholders (executive committee, managers, human resources, and employees). Today, gender equality is one of our major **corporate social responsibility** objectives, and the achievement on this measure links to the annual performance bonus payout for employees.

Continuing our work in British Columbia

This first report provides a basis for continued review and action in B.C. We will monitor pay outcomes and women's career progression, considering the effect of recruitment, promotions and departures on results from year to year.

THALES

Questions about this report

Employees with a question about this report can open a MyThales ticket for support.

All other individuals with questions can address them to **1stPointCanada@hr.thalesgroup.com**.

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