

Amrize Canada Inc.

Pay transparency report

Amrize is the leading provider of innovative and sustainable building solutions across Canada and North America, with operations spanning aggregates, cement, ready-mix and precast concrete, asphalt and paving, and road and civil construction. With over 1,000 sites across Canada and the U.S. and more than 19,000 employees, we deliver “from foundation to rooftop” for our customers in every Canadian province. At Amrize, we believe pay equity is the foundation of fairness. In addition to complying with pay-related legislation, we are a proud Living Wage Employer in British Columbia, ensuring that all of our employees earn wages that meet the actual costs of living in their communities. We are committed to creating an inclusive and supportive workplace where all employees can thrive. Our approach includes:

- DEI Training & Affinity Groups: Ongoing education and employee-led groups for women, LGBTQ+, and BIPOC employees that provide support, networking, and recognition of lived experiences. Leadership
- Development: Programs such as *L'Effet A*, the *Emerging Leaders Program*, *Supervisor Essentials*, and our *Early Career Leadership Development Program*—with a target of 50% female participation—help accelerate the advancement of women and underrepresented groups.
- Graduate & Succession Programs: Through our New Graduate Development Path, we aim for gender balance in engineering and business roles while actively identifying high-potential women for future leadership.

Our Vision is to achieve equitable representation in leadership and nontraditional roles, maintain strong retention, and ensure clear pathways for advancement. We strive to foster a community of allies and champions so that women at Amrize feel supported and empowered as equally valued contributors. Our Mission is to acknowledge and address barriers created by conscious and unconscious bias, empower development through mentorship and resources, and build a strong, connected community of women and allies.

As part of our commitment to supporting women in trades and construction, Amrize has partnered with Jill of All Trades in British Columbia and will expand this partnership to other provinces in 2025. We proudly sponsored events at Okanagan College and BCIT, where our employees engaged directly with young women interested in careers in the skilled trades. We have also signed the Diversity Pledge with the Builders Code Pledge with the BC Construction Association, reinforcing our commitment to equity and inclusion in the construction industry.

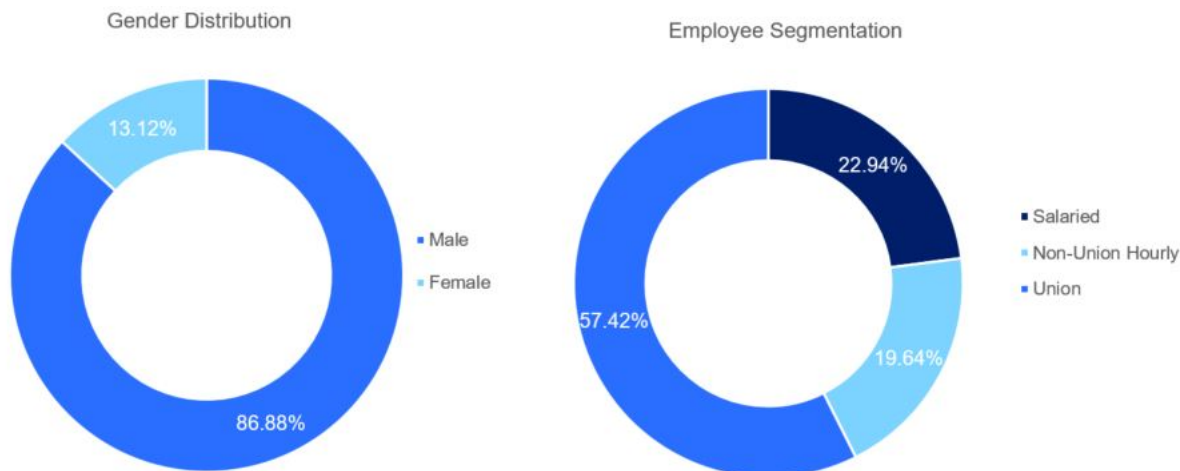
Through our talent review and succession planning processes, we intentionally identify women and underrepresented groups with leadership potential and implement development plans to accelerate their growth. This, combined with our focus on equitable pay and inclusive culture, reflects our belief that progress for people and the planet begins with empowering our employees.

Employer details

Employer:	Amrize Canada Inc.
Address:	6509 Airport Road, Mississauga, ON
Reporting Year:	2025
Time Period:	September 1, 2024 - August 31, 2025
NAICS Code:	31-33 - Manufacturing
Number of Employees:	1000 or more

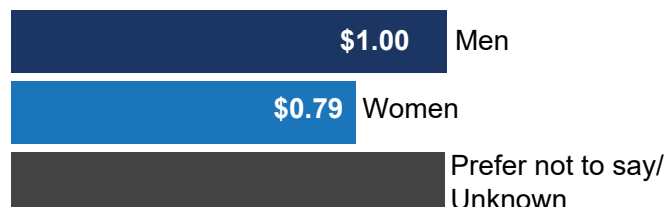
Employee Demographics

At Amrize, 86.9% of employees in British Columbia (BC) are male and 13.1% are female, based on the gender identified at the time of hire. Overall, 57.4% of the BC workforce is employed in unionized roles, where pay is fully determined by collective agreements. This means that all employees in these roles—regardless of gender—receive the same pay for the same classification, as outlined in the collective agreement.



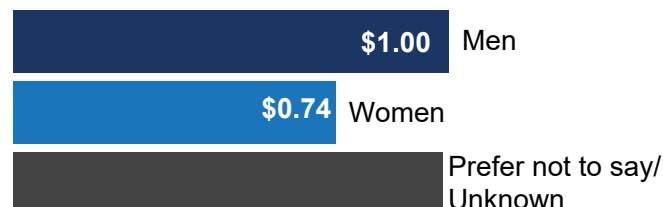
Hourly pay

Mean hourly pay gap¹



In this organization women's average hourly wages are 21% less than men's. For every dollar men earn in average hourly wages, women earn 79 cents in average hourly wages. *

Median hourly pay gap²

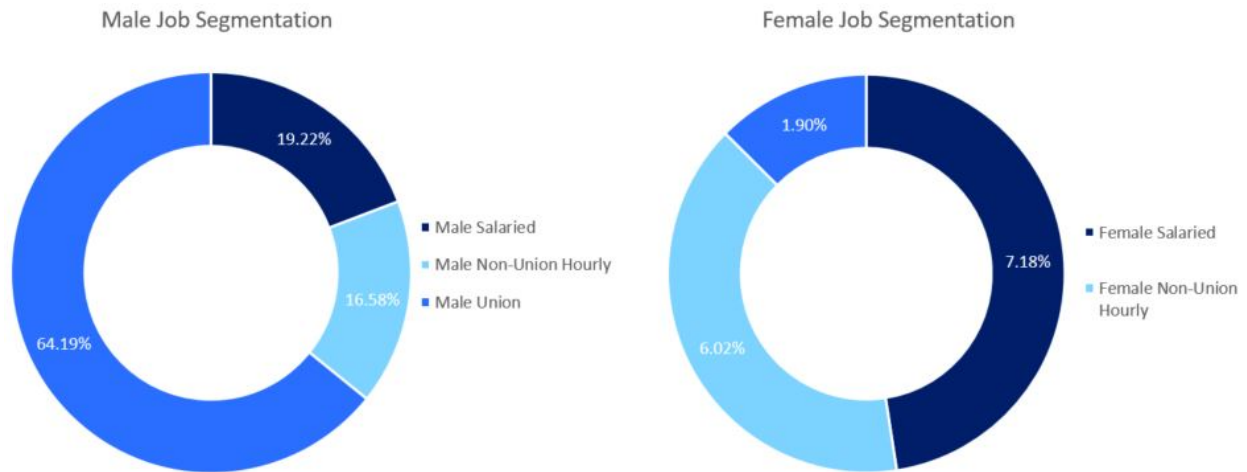


In this organization women's median hourly wages are 26% less than men's. For every dollar men earn in median hourly wages, women earn 74 cents in median hourly wages. *

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.
"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.

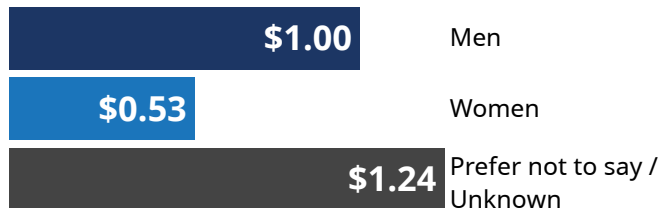
At Amrize, women's average hourly wages are 21% lower than men's, meaning women earn 79 cents for every dollar earned by men when comparing average hourly wages. Similarly, women's median hourly wages are 26% lower, with women earning 76 cents for every dollar earned by men when comparing median hourly wages. These differences reflect the varied representation of genders across different roles. As shown in the graphs below, men are more commonly represented in unionized roles, such as Millwrights, Electricians, and Ready Mix Truck Drivers, which tend to offer higher wages due to the demand for specialized skills in the market. In fact, over 64% of men in British Columbia are in unionized positions compared to less than 2% of women. Put another way, for every 100 men in unionized jobs, fewer than 2 women hold one. This significant difference is primarily due to the nature of the industry, where the overall number of women is much smaller relative to men, particularly in trades and operations roles that are more likely to be unionized. However, it's important to emphasize that men and women in the same job are paid equally, as wages in these roles are set by collective agreements that ensure fairness and equity for all employees.





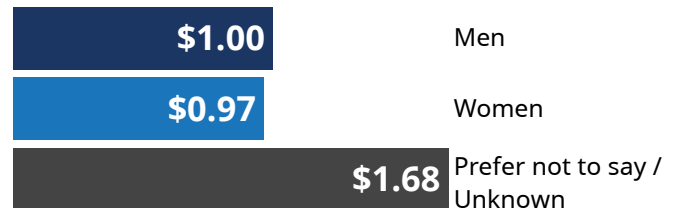
Overtime pay

Mean overtime pay³



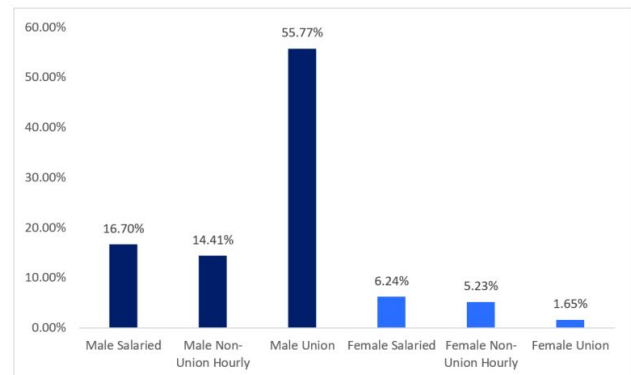
In this organization women's average overtime pay is 47% less than men's. For every dollar men earn in average overtime pay, women earn 53 cents in average overtime pay. *

Median overtime pay⁴



In this organization women's median overtime pay is 3% less than men's. For every dollar men earn in median overtime pay, women earn 97 cents in median overtime pay. *

In this organization, women's average overtime pay is 47% less than men's, meaning women earn 53 cents for every dollar men earn in overtime. Women's median overtime pay is 3% less than men's. This difference is largely due to the concentration of overtime hours and pay in unionized and non-union roles, which tend to have higher male representation. As shown in the graph, 70.18% of employees in overtime eligible positions are men, while women in these roles represent only 6.88% of the workforce. This distribution explains the disparity in overtime earnings, and the large variation between female mean and median overtime pay, as men have more opportunities due to their higher representation in these eligible roles.



Mean overtime paid hours⁵

Difference as compared to reference group (Men)

Women	-30
Prefer not to say / Unknown	30

In this organization the average number of overtime hours worked by women was 30 less than by men. *

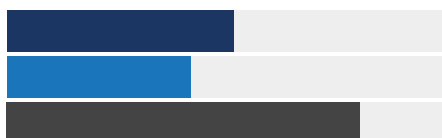
Median overtime paid hours⁶

Difference as compared to reference group (Men)

Women	23
Prefer not to say / Unknown	62

In this organization the median number of overtime hours worked by women was 23 more than by men. *

Percentage of employees in each gender category receiving overtime pay



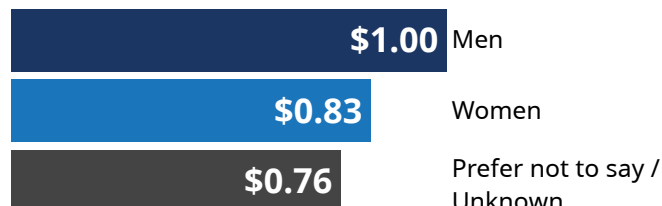
Explanatory notes

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



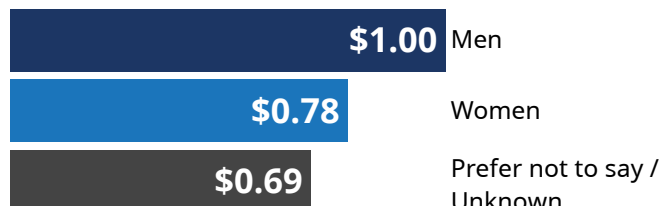
Bonus pay

Mean bonus pay ⁷



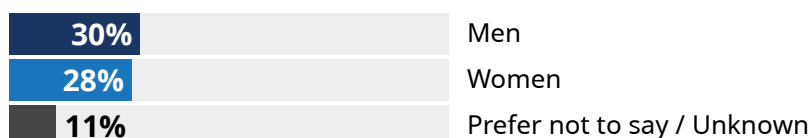
In this organization women's average bonus pay is 17% less than men's. For every dollar men earn in average bonus pay, women earn 83 cents in average bonus pay. *

Median bonus pay ⁸

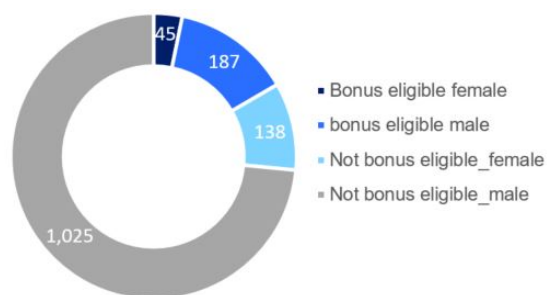


In this organization women's median bonus pay is 22% less than men's. For every dollar men earn in median bonus pay, women earn 78 cents in median bonus pay. *

Percentage of employees in each gender category receiving bonus pay



At Amrize, roles are evaluated for bonus eligibility based on objective factors such as required knowledge, scope of responsibility, problem-solving, and accountability. Bonus programs are designed to align with the nature and impact of specific roles within the organization—particularly those tied to business performance, leadership accountability, and operational results.



It is important to note that bonus eligibility is determined by the position itself, not by the individual or their gender. In the construction and industrial sectors, where Amrize primarily operates, the workforce remains significantly male-dominated—especially in operations, technical, and management positions that typically carry bonus eligibility. As a result, the apparent difference in the proportion of men and women receiving bonuses largely reflects the distribution of roles within the industry rather than inequity in pay or bonus opportunity.

In British Columbia, 16.63% of employees are eligible for bonuses, with 3.23% being women and 13.41% being men. However, when looking at Amrize's total Canadian workforce, 23.88% of women are bonus-eligible compared to 13.16% of men, indicating that, proportionally, a higher percentage of women hold bonus-eligible roles nationally.

For those who are eligible, bonus payouts are consistently determined by the performance of the specific bonus plan tied to their business unit or function. This ensures that all employees within the same plan are rewarded equitably based on shared performance outcomes, reinforcing Amrize's commitment to fairness, transparency, and pay-for-performance principles.

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

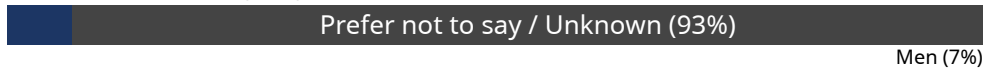
Upper hourly pay quartile (highest paid) †



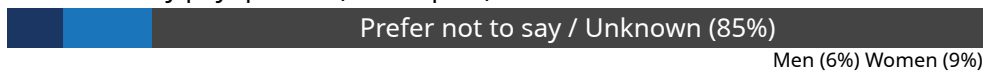
Upper middle hourly pay quartile †



Lower middle hourly pay quartile †



Lowest hourly pay quartile (lowest paid) †



■ Men
■ Women
■ Prefer not to say / Unknown

In this organization, women occupy 9% of the lowest paid jobs.

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

Data constraints

When reporting gender data based on voluntary employee submissions, a significant challenge arises when many employees choose not to participate, resulting in 90.1% of the workforce having an undetermined gender due to selecting "Prefer not to answer." This creates substantial gaps that limit the accuracy of gender-based analysis and may introduce perceived discrepancies, especially since this report does not differentiate between salaried, non-union hourly, and union-hourly employees. Despite these data constraints, the company adheres to all labour standards and laws, ensuring no gender pay gap.

One fundamental limitation is that the report does not account for critical factors such as the complexity of roles at various levels, differences in product lines, tenure, performance, and experience—factors that may influence pay. Additionally, Amrize is committed to equity and fair compensation, being certified as a Living Wage Employer in British Columbia to ensure employees receive a living wage. Another important note on that data is that overtime is not available to all employees, and its distribution tends to vary across different job roles. Positions where overtime hours are more commonly worked, such as Millwrights, Electricians, Ready Mix Concrete Drivers, and Labourers, tend to have higher male representation than women. As a result, a more significant percentage of men receive overtime pay, often earning more total overtime compensation than women. This contributes to differences in overall earnings between genders, although these discrepancies are tied to the nature of the roles and the availability of overtime rather than base pay inequities.

Despite these variations, Amrize remains committed to pay equity, ensuring that base wages are fair and compliant with labour standards.

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.