Dawson
ROAD MAINTENANCE



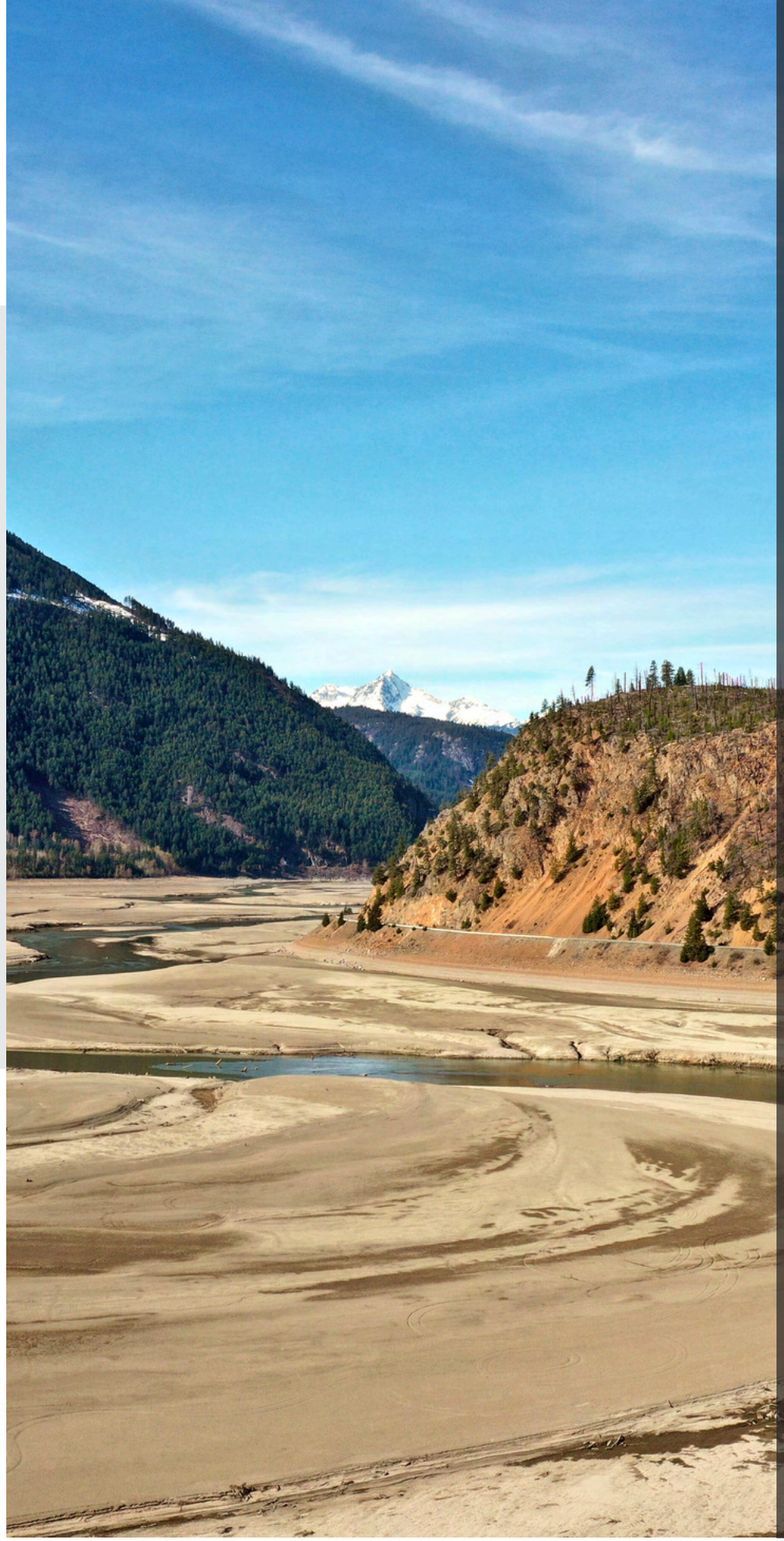
BC PAY TRANSPARENCY REPORT

JANUARY 1, 2025 TO DECEMBER 31, 2025

EMPLOYER DETAILS

Employer	Dawson Road Maintenance
Address	6-1540 Springhill Drive, Kamloops, BC V2E 2H1
Reporting Year	2026
Time Period	January 1, 2025 to December 31, 2025
NAICS Code	23 – Construction
Number of Employees	300 – 999





LAND ACKNOWLEDGEMENT

Dawson Road Maintenance operates across the traditional territories of many Indigenous Nations throughout B.C. — including the Secwépemc, Tŝilhqot'in, Nuxalk, Nedut'en, Witsuwit'en, Gitxsan, Nisga'a, Dane-zaa, and Dene K'é peoples. From the Cariboo to the North Peace, and from the Central Interior to the North Coast, we acknowledge with gratitude the Indigenous peoples who have cared for these lands and waters for countless generations.

We recognize the vital role that Indigenous communities continue to play in the stewardship of the places where we live and work. Through collaboration and partnership with First Nations, we are proud to share knowledge, resources, and opportunities that strengthen our local communities. Together, we are working toward a future built on mutual respect, shared prosperity, and sustainability for all people.

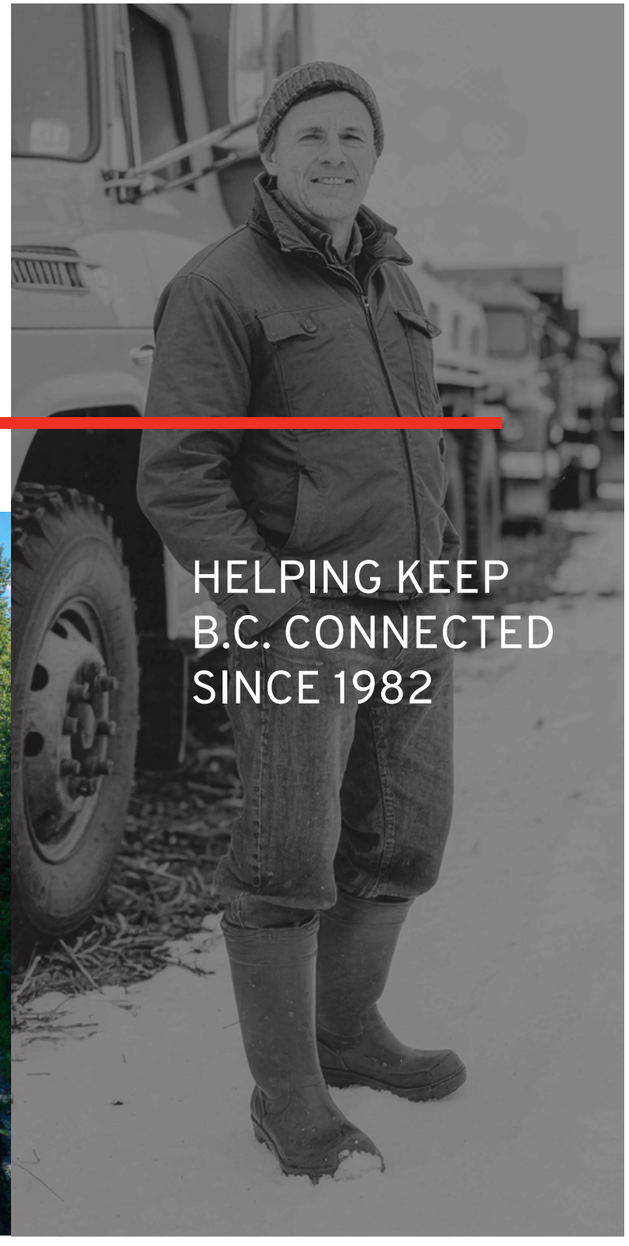
WHO WE ARE

Dawson Road Maintenance helps keep B.C.'s roads safe and connected year-round. Across the Bulkley-Nass, Central and South Cariboo, and North Peace service areas, our teams maintain thousands of kilometres of provincial highways and roads.

From snow removal and avalanche control to grading and bridge maintenance, our crews work in every season and condition to keep communities safe and thriving.

Part of the Dawson Group family of companies, Dawson Road Maintenance is proud to continue a century-long legacy of connecting communities across B.C. What began with the construction of some of the province's most iconic highways and bridges has evolved into a group of companies dedicated to maintaining, building, and supporting the infrastructure that keeps communities connected.





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SERVICE AREAS ACROSS B.C.

Dawson Road Maintenance operates across the Bulkley-Nass, Central Cariboo, South Cariboo, and North Peace regions of British Columbia.

18,000+

LANE-KILOMETRES MAINTAINED

Our teams maintain more than 18,000 lane-kilometres of provincial highways and secondary roads throughout the year.

500+

EMPLOYEES

More than 500 skilled employees are committed to keeping B.C.'s roads safe, reliable, and connected in every season.

100+

COMMUNITIES SERVED

Dawson Road Maintenance serves more than 100 municipalities, rural communities, and Indigenous Nations across British Columbia.

INTRODUCTION



Under the B.C. Pay Transparency Act, employers with more than 300 employees were required to publish annual pay transparency reports beginning in November 2025. This report provides insight into where we stand today and how we can continue improving representation, equity, and opportunity within our organization.

At Dawson Road Maintenance, we view transparency as our responsibility, one that helps build stronger teams, fairer workplaces, and more connected communities across British Columbia.

WORKFORCE OVERVIEW

As of December 31, 2025, Dawson Road Maintenance employed 507 team members across B.C.

Our B.C. workforce consisted of the following gender categories:
Male: 87 % Female: 12 % Undisclosed: 1 %

All employees have the opportunity to self-identify their gender. Although most of our workforce identifies as male, women continue to play vital roles across our organization — from operations and maintenance to leadership and administration. We remain committed to creating a workplace where every employee, regardless of gender, has equitable access to opportunity, pay, and professional growth.



OUR COMMITMENT TO

PAY EQUITY

As part of our ongoing commitment to pay equity and inclusion, Dawson Road Maintenance continues to take meaningful action to build a fair, welcoming, and representative workplace. These initiatives help us ensure our policies, programs, and culture reflect our values and support long-term equity across the organization and the communities we serve.



KEY ACTIONS INCLUDE:

- Partnering with First Nations, local communities, schools, and industry organizations to promote careers in transportation and construction — creating fair access to meaningful employment, supporting local talent development, and strengthening communities across B.C.
- Providing flexibility to help employees balance work and home. Whether on the road, in the office, working from home, or through a blended schedule, we work with eligible employees to create arrangements that meet operational needs and personal priorities.
- Investing in our people through mentorship, training, and career development opportunities that help employees reach their goals and build lasting careers.
- Listening to employees through employee meetings, safety meetings, direction communication with our CEO, and open discussions to identify areas for improvement and ensure our actions reflect the needs and voices of our teams.
- Collaborating with an external consulting firm to develop and implement a new compensation system that ensures our pay practices remain competitive, fair, and reflective of the value our employees bring. The new system will also include personalized performance-based elements that recognize hard work and dedication across all roles.

Our progress is measured not only by numbers, but by the everyday actions we take to build trust, opportunity, and inclusion at every level of our organization.

HOURLY PAY

Mean hourly pay gap[1]



Median hourly pay gap[2]



Our analysis of hourly pay for the 2025 reporting year shows a mean pay gap of 12%, with women earning $0.88 for every $1.00 earned by men, and a median pay gap of 8%, with women earning $0.92 for every $1.00 earned by men.

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.

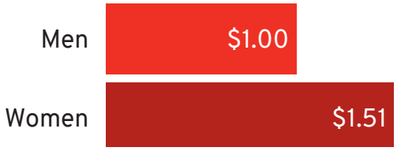


OVERTIME PAY

Mean overtime pay[3]



Median overtime pay[4]



Our analysis of overtime pay for the 2026 reporting year shows a mean pay gap of 15% more than men's, with women earning $1.15 for every $1.00 earned by men, and a median pay gap of 51% more than men's, with women earning $1.51 for every $1.00 earned by men.*

Mean overtime pay hours[5]

Difference as compared to Men

Women	26

Median overtime pay hours[6]

Difference as compared to Men

Women	39

Women worked an average of 26 more overtime hours and a median of 39 more hours than men during the reporting year.*

Percentage of employees in each gender category receiving overtime pay



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

There is insufficient data to report on bonus pay for the 2025 reporting year. In accordance with the B.C. Pay Transparency Act, data that does not meet the required thresholds for disclosure requirements for mean[7] or median bonus pay[8].

PERCENTAGE OF EACH GENDER IN EACH PAY QUARTILE[9]

Upper hourly pay quartile (highest paid)†



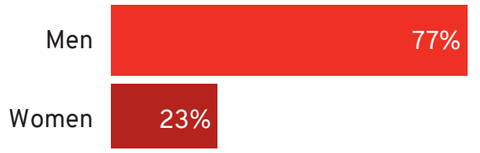
Upper middle hourly pay quartile†



Lower middle hourly pay quartile†



Lowest hourly pay quartile (lowest paid)†



Our 2025 pay quartile data shows that women make up 23% of employees in the lowest paid jobs.

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

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.
9. “Pay quartiles” 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.

LOOKING AHEAD

Equity and inclusion strengthen not only our teams but the communities we serve. As we look ahead, Dawson Road Maintenance will keep fostering an environment where opportunity is shared, contributions are recognized, and our collective success supports stronger, more connected communities across B.C.

