

# NRI Distribution

## Pay Transparency Report

NRI is an equal opportunity employer and does not discriminate on the basis of race, national origin, gender, gender identity, sexual orientation, protected veteran status, disability, age, or other legally protected status. NRI is committed to fostering a fair, safer and more inclusive workforce while ensuring pay equity is achieved.

### Employer Details

Employer:	NRI Distribution
Address:	8175 Dallas Drive, Kamloops BC
Reporting Year:	01 Jan 2024 to 31 Dec 2024
NAICS Code:	493 – Warehousing and Storage
Number of Employees	325

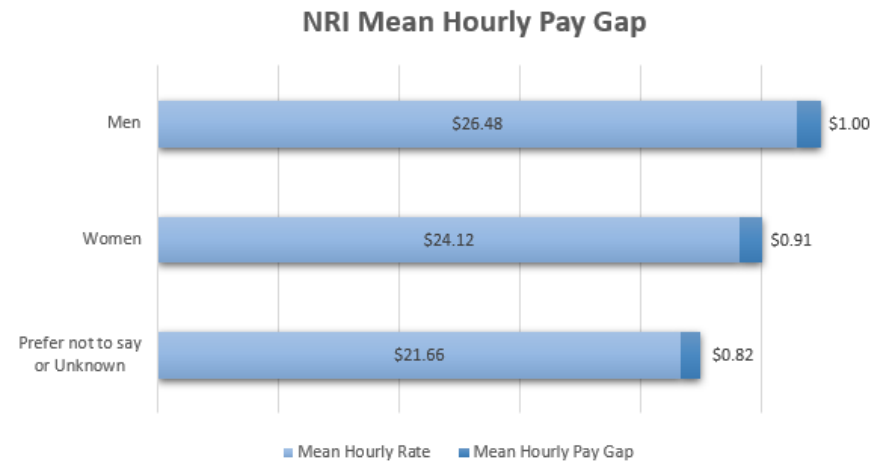
---

#### *Disclaimer: Limitations and Data Considerations*

*This report is based on gender identity data voluntarily provided by employees using the gender field in the personal details section of ADP Workforce Now. NRI's HRIS and Payroll system. This option has been available to employees since April 2021 but not widely encouraged to answer, this creates limitations for accurate reporting. Low response rates mean results introduce some margin of error.*

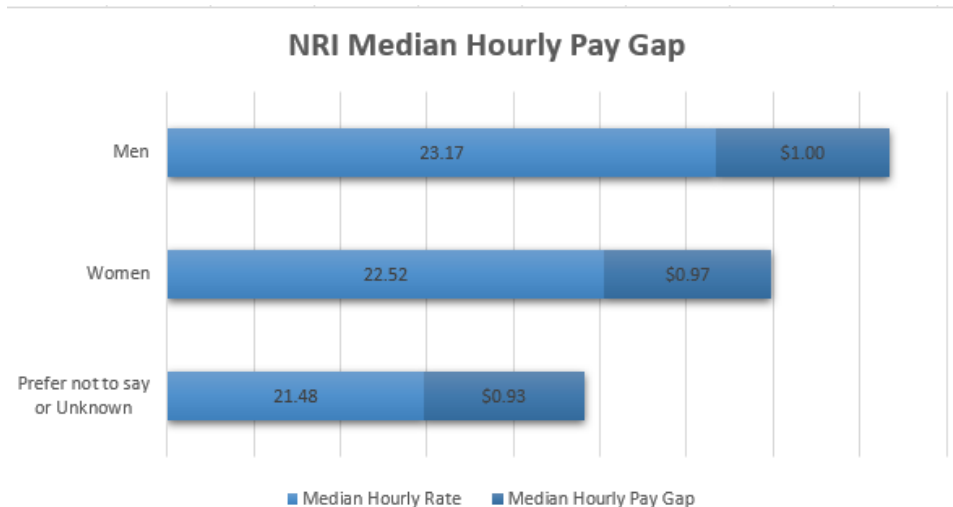
- *Self-selection bias: Employees who chose to provide gender data may not represent the broader workforce, which may skew results.*
  - *Interpretation caution: While the results show pay gaps, these figures should be interpreted with care. Additional factors such as job classification, overtime (optional vs scheduled), tenure and wages by regional area may also influence compensation but are not reflected in this report.*
-

## Hourly Pay



The chart compares the average (mean) hourly wage across three gender categories at NRI: Men, Women, and Prefer not to say / Unknown. It also shows the mean pay gap, which reflects the difference in hourly wages relative to men.

- Men have the highest average hourly wage at \$26.48 and are used as the reference group (pay gap shown as \$1.00).
- Women earn an average of \$24.12 per hour, which is \$2.36 less than men. This corresponds to a pay gap of approximately \$0.91 for every \$1.00 earned by men.
- Individuals who prefer not to disclose their gender or are categorized as unknown earn an average of \$21.66 per hour, the lowest of the three groups. Their pay gap is approximately \$0.82 per \$1.00 earned by men.



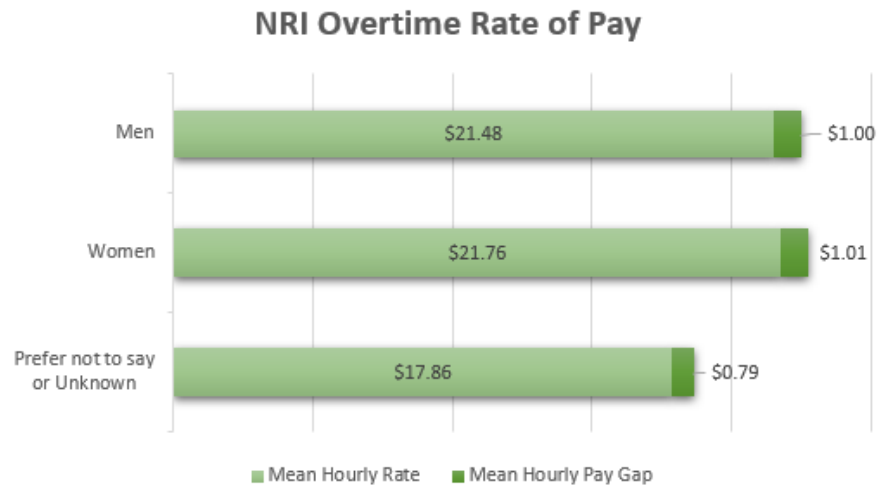
The chart compares the average (median) hourly wage across three gender categories at NRI: Men, Women, and Prefer not to say / Unknown. It also shows the mean pay gap, which reflects the difference in hourly wages relative to men.

- Men have the highest average hourly wage at \$23.17 and are used as the reference group (pay gap shown as \$1.00).
- Women earn an average of \$22.52 per hour, which is \$0.65 less than men. This corresponds to a pay gap of approximately \$0.97 for every \$1.00 earned by men.
- Individuals who prefer not to disclose their gender or are categorized as unknown earn an average of \$21.48 per hour, the lowest of the three groups. Their pay gap is approximately \$0.93 per \$1.00 earned by men.

#### Explanatory Notes

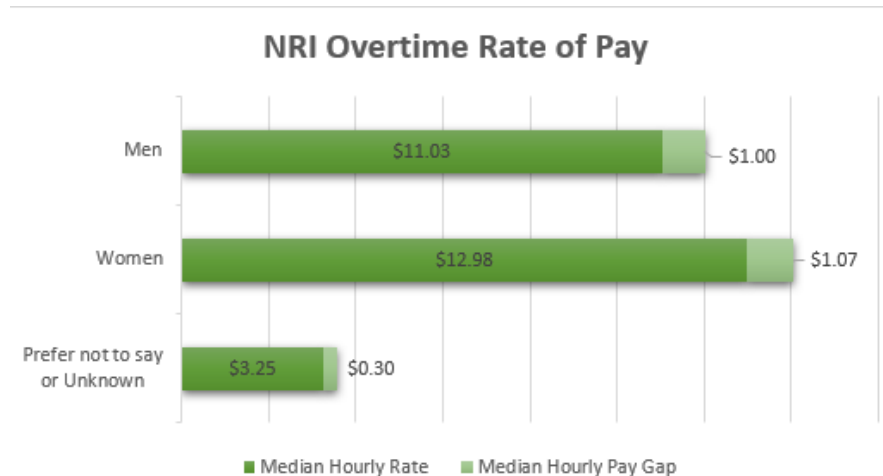
1. “Mean hourly pay gap” refers to the differences in pay between gender groups called by average pay. Hourly pay does not include bonuses and overtime.
2. “Median hourly pay gap” refers to the differences in pay between gender groups calculated by the mid-range of pay for each group. Hourly pay does not include bonuses and overtime.

## Overtime Pay



The chart compares the average (mean) Overtime hourly wage across three gender categories at NRI: Men, Women, and Prefer not to say / Unknown. It also shows the mean pay gap, which reflects the difference in hourly wages relative to men.

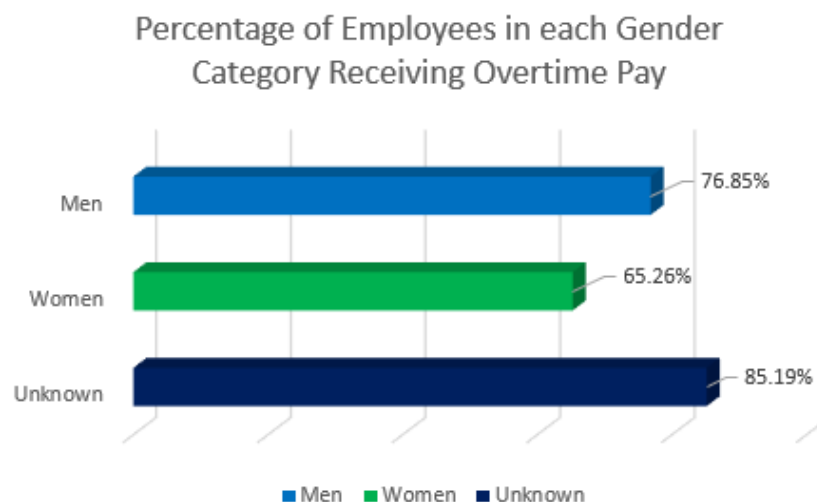
- Men have an average overtime hourly wage at \$21.48 and are used as the reference group (pay gap shown as \$1.00).
- Women earn an average of \$21.76 per hour, which is \$0.28 more than men.
- Individuals who prefer not to disclose their gender or are categorized as unknown earn an average of \$17.86 per hour, the lowest of the three groups.



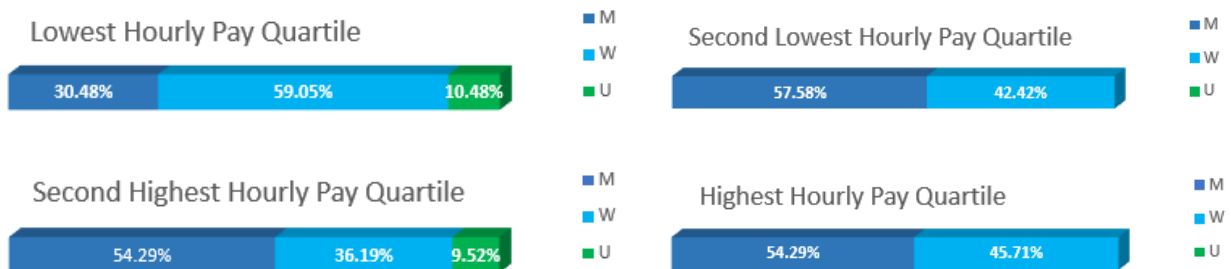
The chart compares the average (median) Overtime hourly wage across three gender categories at NRI: Men, Women, and Prefer not to say / Unknown. It also shows the median pay gap, which reflects the difference in hourly wages relative to men.

- Men have an average overtime hourly wage at \$21.48 and are used as the reference group (pay gap shown as \$1.00).
- Women earn an average of \$21.76 per hour, which is \$0.28 more than men.

Individuals who prefer not to disclose their gender or are categorized as unknown earn an average of \$17.86 per hour, the lowest of the three groups.



## Hourly Pay Quartile Graph



Across all hourly pay quartiles, *men (M)* consistently represent a larger share of the workforce compared to *women (W)* and *unreported/unknown (U)* categories.

- **Lowest Hourly Pay Quartile:** Women make up the majority (59.05%), while men account for 30.48%, and unreported is 10.48%.
- **Second Lowest Quartile:** Men shift to the majority at 57.58%, with women at 42.42%.
- **Second Highest Quartile:** Men continue to lead at 54.29%, women represent 36.19%, and unreported is 9.52%.
- **Highest Hourly Pay Quartile:** Men hold the majority again at 54.29%, with women at 45.71%.

### Overall Insight:

Women are strongly represented only in the **lowest pay quartile**, while men dominate the **middle and highest pay quartiles**, indicating increased male representation as pay increases.

## NRI's Compensations Practices

### **NRI's compensation practices include:**

NRI maintains a structured and transparent compensation framework for all employees. For hourly paid warehouse positions, NRI uses a grade and rate structure that assigns each role to a specific pay range based on the position's responsibilities and the cost-of-labor in the local market. For salaried positions, NRI utilizes pay bands, which similarly define the minimum, midpoint, and maximum pay levels for each role.

To ensure our compensation remains aligned with external market conditions, NRI conducts a comprehensive compensation analysis annually for two regional areas, Kamloops and Surrey. This review examines industry benchmarks, regional market trends, and internal pay relationships to determine whether adjustments to pay bands or grade-and-rate scales are needed. Updates are made as necessary to maintain competitiveness and internal equity.

Employee pay progression is tied to individual performance, not tenure alone. Both hourly warehouse employees and salaried staff participate in a standardized performance review cycle, ensuring consistency and fairness across the organization. These evaluations assess contributions, skills, and results, and the outcomes inform annual merit increases within the appropriate pay range or pay band.

Overall, this structured approach ensures that NRI's compensation practices remain equitable, competitive, and aligned with organizational goals while supporting employee development and recognition.

## Conclusion

NRI remains committed to being an equal opportunity employer, fostering a fair, safe, and inclusive workplace while ensuring pay equity across all roles. The pay transparency analysis highlights that men currently have the highest average and median hourly wages, with women and employees who prefer not to disclose their gender earning slightly less. While women are strongly represented in the lowest hourly pay quartile, men dominate the middle and highest quartiles, indicating an opportunity to further advance equity across all levels of pay.

It is important to note that the data used to compile this report does not account for factors such as job classification, compensation adjustments for regional areas, optional versus scheduled overtime, or tenure, all of which can influence overall compensation results.

NRI's structured compensation framework, including grade-and-rate structures for hourly positions and pay bands for salaried roles, ensures that pay is based on role responsibilities, market conditions, and performance rather than tenure alone. Annual compensation analyses and standardized performance evaluations support ongoing alignment with external benchmarks and internal fairness, reinforcing NRI's dedication to equitable pay practices.

This transparency not only provides valuable insight into current workforce pay dynamics but also underscores NRI's proactive approach to maintaining a competitive, equitable, and inclusive workplace for all employees.