

WEST FRASER MILLS LTD.

Pay transparency report

At West Fraser, we believe that diverse perspectives and the unique contributions of every individual are the foundation of a vibrant workforce and safer, more effective operations. Every person matters—and we're committed to building inclusive teams that reflect the strength and diversity of our communities. For our hourly roles, compensation is determined by the position, not the person. We've established clear, consistent processes to ensure pay decisions are fair and equitable. Our team regularly reviews industry benchmarks and market trends to keep our salaries competitive and aligned with best practices. We disclose average pay by employee level, region, and gender in our annual Sustainability Report.

Employer details

Employer:	WEST FRASER MILLS LTD.
Address:	1500 ROYAL CENTRE 1055 WEST GEORGIA STREET P.O. BOX 11117, VANCOUVER, BC
Reporting Year:	2026
Time Period:	January 1, 2025 - December 31, 2025
NAICS Code:	11 - Agriculture, forestry, fishing and hunting
Number of Employees:	1000 or more



Hourly pay

Mean hourly pay gap¹



In this organization women's average hourly wages are 10% less than men's. For every dollar men earn in average hourly wages, women earn 90 cents in average hourly wages. *

Median hourly pay gap²



In this organization women's median hourly wages are 8% less than men's. For every dollar men earn in median hourly wages, women earn 92 cents in median hourly wages. *

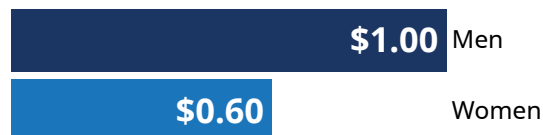
Explanatory notes

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.
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 pay³



In this organization women's average overtime pay is 40% less than men's. For every dollar men earn in average overtime pay, women earn 60 cents in average overtime pay. *

Median overtime pay⁴



In this organization women's median overtime pay is 51% less than men's. For every dollar men earn in median overtime pay, women earn 49 cents in median overtime pay. *

Mean overtime paid hours⁵

Difference as compared to reference group (Men)

Women	-59
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In this organization the average number of overtime hours worked by women was 59 less than by men. *

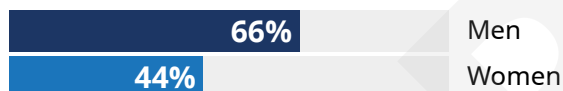
Median overtime paid hours⁶

Difference as compared to reference group (Men)

Women	-36
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In this organization the median number of overtime hours worked by women was 36 less than by men. *

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

Mean bonus pay ⁷



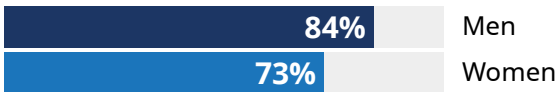
In this organization women's average bonus pay is 4% less than men's. For every dollar men earn in average bonus pay, women earn 96 cents in average bonus pay. *

Median bonus pay ⁸



In this organization women's median bonus pay is 43% more than men's. For every dollar men earn in median bonus pay, women earn \$1.43 in median bonus pay. *

Percentage of employees in each gender category receiving bonus pay



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

In this organization, women occupy 14% of the highest paid jobs and 38% of the lowest paid jobs.

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

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.