



Employer Details

Employer:	JOHN WATSON LIMITED
Address:	7955 North Fraser Way, Burnaby BC
Reporting Year:	2026
Time Period:	January 1, 2025 – December 31, 2025
NAICS Code:	31- 33 - Manufacturing
Number of Employees:	50-299

Purpose

The BC Pay Transparency Report is an opportunity to better understand and strengthen pay equity within our organization. Required under the BC Pay Transparency Act, the reporting requirements aim to increase transparency around pay practices, identify potential compensation gaps and encourage employers to reduce barriers and inequities in the workforce.

This report reviews employee compensation and workforce representation data across a variety of demographic categories, including gender. The analysis examines key measures such as average and median pay, workforce composition, and representation across occupational groups and pay quartiles. By reviewing these indicators, organizations can identify trends, assess the effectiveness of their compensation practices, and gain valuable insights into workforce representation and compensation outcomes.

At Watson Gloves, we are committed to providing compensation that is competitive and based on objective factors such as skills, experience, job responsibilities, and performance. This report reflects our ongoing commitment to transparency, accountability, and creating a workplace where everyone has the opportunity to succeed.

Organizational Context

Who We Are

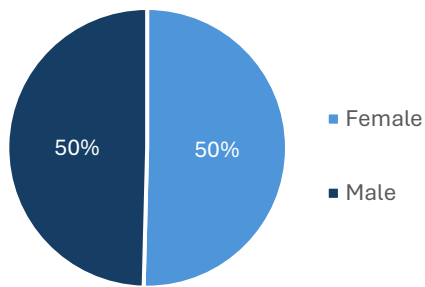
With over a century of experience as an independently owned Canadian company, Watson Gloves is North America's single source for hand protection at work, at home, and at play. Our mission is to elevate the glove industry through innovative and sustainable hand protection by protecting the people who work with us, the customers who buy from us, and the environment in which we live.

At the heart of Watson Gloves is a culture built on integrity, authenticity, fun, family, and continuous improvement. We believe our success is driven by our people and the strong relationships we build with one another, our customers, and our external partners. We are committed to creating an inclusive, supportive, and respectful workplace where individuals are empowered to contribute, grow, and make a meaningful impact.

By fostering a culture of continuous improvement, embracing new ideas, and remaining grounded in our core values, we strive to deliver excellence in everything we do while staying true to the family-owned principles that have guided

us for more than 100 years. Together, we are united by a shared commitment to protecting hands, supporting our communities, and building a sustainable future for generations to come.

BC Workforce



Our BC workforce represents approximately 65% of Watson Gloves' total employee population. Our BC team is evenly distributed by gender, with approximately 50% identifying as female and 50% identifying as male.

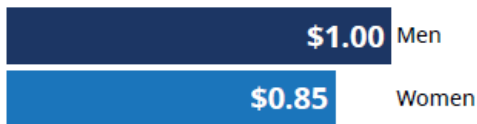
Our BC team is made up of **50% unionized employees**, whose compensation is governed by a collective agreement and follows a distinct wage structure.

We also have a **commission-based sales team** which operate under a compensation model that differs from most salaried and hourly positions. Currently our BC Sales team is 100% male.

Our organization's workforce reflects differences in gender representation across occupational groups. A higher proportion of women are represented in administrative functions (Marketing, Accounting/Finance, HR, Customer and Sales Support) and certain manufacturing roles. A higher proportion of men are represented in Sales and Operations roles.

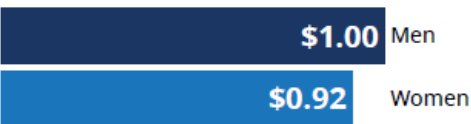
Hourly pay

Mean hourly pay gap¹



In this organization women's average hourly wages are 15% less than men's. For every dollar men earn in average hourly wages, women earn 85 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.

Watson Gloves' mean hourly pay gap is consistent with the findings reported in the Province of British Columbia's 2026 Pay Transparency Annual Report. The provincial report found that women earned approximately 85 cents for every dollar earned by men in 2025. Watson Gloves' results are aligned with the provincial average and compare favourable with the average gaps reported in the Wholesale Trade sector.



Overtime pay

Overtime reporting has been excluded from this report due to insufficient numbers to meet the minimum disclosure requirement in accordance with the reporting rules of the **BC Pay Transparency Act**. At Watson Gloves, we promote a healthy work life balance and as a result, there are minimal overtime hours that are required of our teams.



Bonus pay

As defined by the BC Pay Transparency Act, Bonus Pay equals Bonus Pay plus Commissions for all employees regardless of eligibility. See below for further clarification and calculations.

Mean bonus pay ⁷



In this organization women's average bonus pay is 84% less than men's. For every dollar men earn in average bonus pay, women earn 16 cents in average bonus pay. *

Median bonus pay ⁸



In this organization women's median bonus pay is 52% less than men's. For every dollar men earn in median bonus pay, women earn 48 cents in median bonus pay. *

Percentage of employees in each gender category receiving bonus 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.
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.

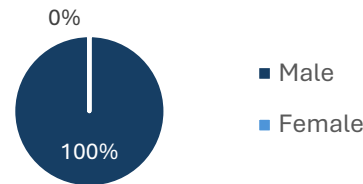
Understanding the Bonus Pay Gap

Per the BC Pay Transparency methodology, Bonus Pay as shown above, combines both annual bonus payments and commission earnings for the entire BC workforce.

Commission-earning Sales Team

The average Bonus Pay is significantly influenced by commission earnings, which are not widely available across the organization. Only 18% of employees within our BC workforce are eligible to receive commission, which includes our Sales team, which is 100% male, and a small number of non-sales roles. As a result, including commission earnings in the Bonus Pay analysis creates a significant disparity that does not accurately reflect bonus pay as it is defined and administered at Watson Gloves.

BC Sales Team

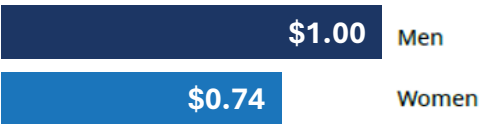


Additional Factors

Additional factors contributing to the Bonus Pay gap include the composition of BC Executive Team members, which is 60% male, and the fact that unionized employees, who represent 50% of the BC workforce, are not eligible to participate in the bonus program. Unionized employees are 52% female, so including this population in the analysis further widens the gap in bonus pay between genders, despite their ineligibility for bonus compensation.

Bonus Pay (Commission Excluded)

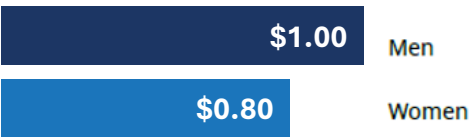
Mean bonus



When employees who earn commission, representing 18% of the BC workforce, are excluded from the analysis, the mean bonus ratio accurately reflects bonus compensation as it is defined at Watson Gloves. Based on this adjusted calculation, for every dollar men earn in average bonus pay, women earn 74 cents.

Bonus Pay (Eligible Employees Only)

Mean bonus



Furthermore, excluding unionized employees, who represent 50% of the BC workforce and are not eligible for bonus pay, further reduces the mean bonus pay gap. This adjusted calculation reflects only employees who are eligible to participate in the bonus program. Based on this analysis, for every dollar men earn in average bonus pay, women earn 80 cents.



Percentage of each gender in each pay quartile ⁹

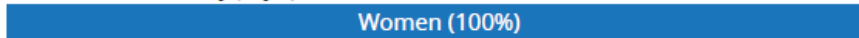
Upper hourly pay quartile (highest paid) †



Upper middle hourly pay quartile †



Lower middle hourly pay quartile †



Lowest hourly pay quartile (lowest paid) †



■ Men
■ Women

In this organization, women occupy 32% of the highest paid jobs and 31% 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.

Our Commitments

Watson Gloves is committed to ensuring appropriate compensation for our team members, based on previous work experience, the role and responsibilities and the individuals' contributions made while working. As a next step, our team is already working to establish salary bands across the organization to ensure greater consistency and transparency in our compensation practices. These bands provide structured pay ranges for each role based on market benchmarks and job responsibilities, helping to ensure compensation decisions are objective, and aligned across the organization. This work supports our commitment to increase transparency and foster a workplace where employees are recognized and rewarded equitably.

This initiative builds on work already completed to review compensation across the organization. By considering role responsibilities, experience, market data, and internal pay relationships, we continue to assess our compensation practices to ensure employees are compensated in a manner that reflects their role, experience, and contribution. Together, these efforts strengthen internal equity and reinforce a compensation approach that recognizes and rewards the contributions of every employee.