

GreenShield — Gender Wage Gap Analysis

SECTION 1 – OVERVIEW

At GreenShield, we are committed to fair and equitable pay practices across all levels of our organization. We regularly review compensation to understand and address any differences in average earnings between men and women.

SECTION 2 – RESULTS

The figures below show the **unadjusted average gender wage gap** by career level for our employee population across GreenShield Holdings and all its subsidiaries, using 2025 pay data.

Career Level	Gender Wage Gap (Women vs. Men) ¹
Senior Vice President	- 1.8%
Vice President	3.1%
Director	5.1%
Supervisor / Manager	8.7%
Individual Contributor	3.0%

SECTION 3 – METHODOLOGY

GreenShield is committed to fair pay and regularly reviews compensation outcomes to identify and address any gender-based differences in earnings.

We calculate an unadjusted gender wage gap at the occupational level by comparing the average gross annual earnings of women and men in each career level.² This means we compare the average yearly pay of women and men with roles at the same level in our organization.

We base this analysis on 2025 pay data, using gross annual earnings that include base salary, allowances and performance-related bonuses, and exclude overtime, expense reimbursements, non-cash benefits and deferred bonuses.

We recognize that gaps remain at some levels and will continue to monitor and address them through our regular pay-review processes. We use these insights, alongside more detailed internal reviews, to guide our pay-equity actions and to track our progress over time.

¹ The results presented are based on aggregate compensation data and do not adjust for differences in geographic location, market-specific pay practices, tenure, or variations in portfolio size, scope, and composition across roles. As a result, the findings should be interpreted as an overall organizational measure rather than a comparison of like-for-like positions.

² For privacy and methodological reasons, this analysis does not include our CEO or Executive Vice Presidents, as there is no sufficient peer group at that level to support a meaningful like for like comparison.