



2025 Report

Parc Aviation limited Gender Pay Gap

CAE

Introduction

This report has been prepared in accordance with the Gender Pay Gap Information Act 2021 (the "Act"). The reporting company subject to the Act is Parc Aviation Limited, which is a part of CAE inc. ("CAE"). This report covers a 12-month period, from June 20, 2024, to June 20, 2025. Additionally, the term fiscal year ("FY") refers to the period from April 1 of a given year to March 31 of the following year.

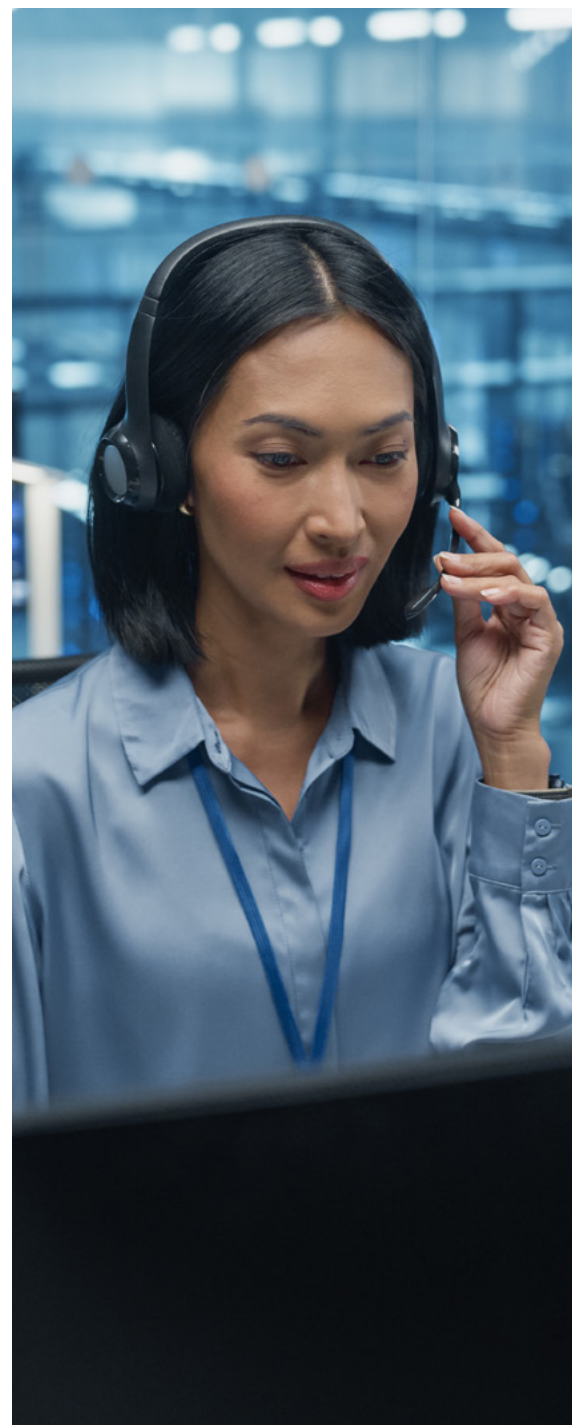
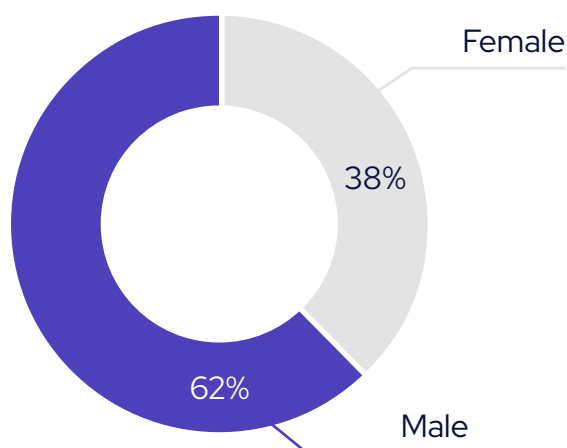
As an organization employing 121 employees we are pleased to share our second Gender Pay Gap report in compliance with the Act. We welcome the opportunity to share this data and remain committed to continuing to work toward ongoing improvement

At Parc Aviation Limited, we prioritize ensuring that women receive the support, opportunities, and resources necessary for their growth and success. This commitment underscores our dedication to fostering an inclusive environment where every individual can realize their full potential.

Parc Aviation Limited is comprised of two main business, Resourcing Services and Technical Support Services. This report covers all employees in the organization across the two different business units, including supporting departments.

Headcount analysis

Parc Aviation Limited headcount is distributed as follows:



Parc Aviation Limited Results

Gender pay gap - Hourly pay

Mean

11.95%

Median

8.80%

Hourly pay gap	Mean (%)	Median (%)
Part-time employees	-12.06	7.56
Fixed term employees	0.18	0.91
Overall	11.95	8.80

Gender pay gap - Bonus pay

Mean

25.17%

Median

9.93%

Bonus remuneration

Employees receiving bonus remuneration

86.67%

Male

73.91%

Female

Benefit in kind (BIK)

Employees receiving BIK

12.00%

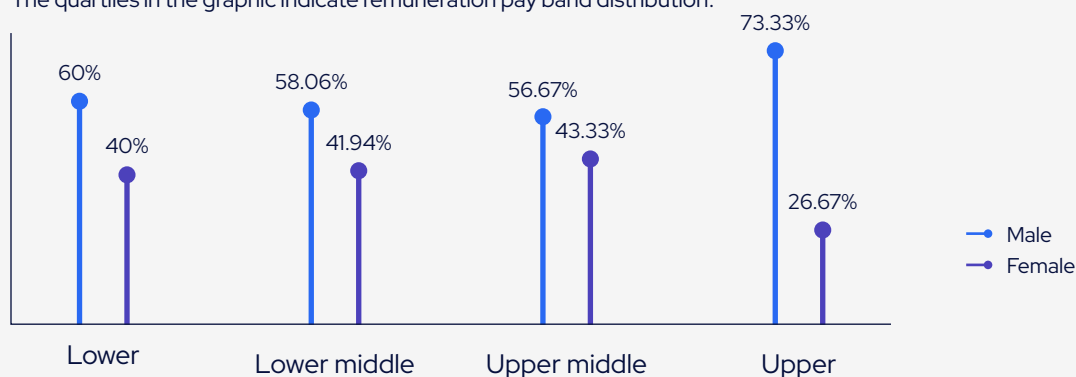
Male

8.70%

Female

Quartile Analysis

The quartiles in the graphic indicate remuneration pay band distribution.



At CAE, women are compensated at the same rate as their male colleagues for similar roles. The overall gender pay gap is primarily driven by a gender imbalance in our workforce, with fewer women occupying positions in higher salary bands. While CAE ensures pay equity through its Global Grading System, which evaluates roles based on skills and responsibilities, the gap reflects the lower proportion of women in higher-paying roles and recent structural changes in our workforce. Notably, at the end of 2024, Parc Aviation Limited phased out its resourcing service, leading to a significant reduction in workforce size within that business unit.

Remediation measures

The measures and programs below apply to both CAE and extend to both its direct and indirect subsidiaries, including Parc Aviation Limited.

We believe all employees, regardless of gender, deserve fair compensation for their skills and contributions. As a cornerstone of our Inclusive workplace and equal opportunities management approach, initiatives and proactive practices focus on transparency, regular pay equity assessments and targeted interventions.

As part of our Global Grading System at Parc Aviation Limited, all roles are evaluated based on skills and responsibilities and assigned to a salary scale to ensure fairness and transparency across the organization. CAE maintains pay equity and fairness by conducting a comprehensive salary review against industry benchmarks, followed by cross-organizational and intradepartmental comparisons considering position and experience.

To address the underrepresentation of women in higher-paying roles, CAE is committed to fostering an inclusive workplace culture where all employees feel valued, included, empowered to grow and that they belong.

Our initiatives include flexible working environments, talent development programs including some specifically designed for Women, Employee Resource Groups, and efforts to ensure balanced representation across roles. These programs are designed to support diverse talent and promote a culture of belonging, opportunity, and growth for everyone.

The Global Human Resources (HR) Talent Acquisition and Talent Management teams integrate inclusion and equal opportunities principles into HR policies and systems to attract, retain and develop talent from a wide range of backgrounds and experiences. Our Hiring Guide outlines best practices for managers, from drafting job postings to training on unconscious bias.

This approach not only minimizes risks but also fosters a workplace culture where individuals thrive, promoting innovation and inclusion in talent attraction and development.

At corporate level, CAE commits to maintaining standing targets that women represent at least 30% of Directors, and that at least 22% of executive officers and 40% of Directors form part of certain diversity groups (including women, persons with disabilities, Indigenous Peoples, members of visible minorities and the LGBTQ2+ community). We also track and monitor our progress against gender parity of new hires, high-potential employees and leaders (Directors and above).

Our goal is to foster a culture where every employee feels valued, respected, and supported- regardless of their background or identity. CAE provides a range of learning opportunities focused on respectful workplace practices and regularly share resources on topics that promote awareness and understanding across our teams.

For more information, please refer to [CAE's FY25 Global Annual Activity and Sustainability Report](#).

Next steps

CAE is steadfast in its commitment to developing and fostering an equal and inclusive workplace. We are actively implementing various initiatives and strategies across different aspects of our business to support this commitment.

Approval

This report has been approved by CAE's Chief People and Sustainability Officer, Parc Aviation Limited Director Donal Doherty and the Human Resources Manager Simon Pass.

Appendix – Examples of implemented measures

Talent management

Putting people first

Our people strategy, programs and culture put employees at the heart of everything we do at CAE. Our people-first mindset focuses on five major priorities: employee experience; total rewards and recognition; long-service employees; employee development; and talent attraction and retention.

The CAE FlexTime program consists of four policies aimed at providing flexibility for our employees: Flexible vacation, sabbatical leave, and parental and maternity paid leave. Employee feedback and needs drive this program. Inclusive workplace and equal opportunities Our Inclusive Workplace and Equal Opportunities Policy provides the underlying framework that applies to CAE employees, customers, vendors, suppliers and subcontractors, and any additional individual or entity with a business relationship with us. The Policy outlines roles and responsibilities, with CAE's Code of Business Conduct as a required source of reference. CAE mandates compliance as essential for the sustenance of an inclusive workplace.

Committed to fair hiring practices

To ensure a positive hiring experience for all CAE candidates, we implement measures that support fair hiring practices at every stage of the TA process. Our TA Model incorporates inclusive hiring practices such as automated ranking to reduce bias and leverages partnerships to identify qualified candidates from all diverse backgrounds, based on skills and potential contributions. Streamlined recruitment processes enhance the candidate experience, while also saving time and reducing costs. Our Hiring Guide outlines best practices for managers, from drafting job postings to training on unconscious bias.

Tailored talent development initiatives for women¹

The Ambition Challenge and our DARE program highlight CAE's dedication to creating an inclusive and empowering workplace for women as part of our broader sustainability objectives. The Ambition Challenge champions development at all levels, emphasizing ongoing personal and professional growth. This 100-day program occurs twice annually. Our 12-month DARE program provides women with essential career development tools, reinforcing CAE's commitment to support and advance women in their professional journeys.

Employee Resource Groups

Our Employee Resource Groups (ERGs) make a significant contribution in promoting inclusivity globally at CAE. Employee initiated and governed, each ERG is managed by a committee of employees that dedicate time beyond their regular mandates.

¹ These programs are not available to employees based in the United States.



Responsible business conduct

Reporting mechanisms and remediation

At CAE, we are committed to fostering an inclusive workplace where equal opportunities and respect are foundational. CAE provides both internal and external channels for reporting concerns, including potential human rights violations, discrimination, harassment, or breaches of our values related to inclusion and respect in the workplace.

Employees, customers, suppliers, business partners, and others are encouraged to seek guidance or report concerns through direct dialogue with CAE representatives. Additionally, anyone can make a confidential and anonymous report via the 24/7 CAE Ethics Helpline.

All reports and inquiries are taken seriously and addressed promptly. Where necessary, appropriate remedial action is implemented to resolve issues and uphold a respectful, equitable, and harassment-free environment. If misconduct or violations are confirmed, CAE applies disciplinary measures in accordance with our commitment to a fair and inclusive workplace.

Education and community engagement

CAE Women in Flight encourages young girls and women to dream big

On International Women's Day, Air Canada and CAE announced the eight winners of the 2025 Captain Judy Cameron Scholarships. The two Montreal-based global aviation companies have again joined forces to award scholarships to eight women from across Canada who are pursuing careers as commercial pilots or aircraft maintenance engineers. Women will play a key role in meeting the aviation industry's demand for pilots in the future; this scholarship inspires women undertaking aviation careers and provides them merit-based support. The Captain Judy Cameron Scholarship, now in its sixth year, was established in honour of Air Canada's first female pilot. Scholarships are awarded annually by Air Canada and CAE, in conjunction with the Northern Lights Aero Foundation, to foster the next generation of women in aviation. Read the press release.

Responsible supply chain management

CAE Resilient Together

CAE Resilient Together, our Supply Chain Performance Management Program, is both a program for our business partners and a change management tool used with our internal stakeholders to elevate CAE's sustainability maturity. It connects business value with sustainability, mutually reinforcing both operational excellence and sustainability in our business partnerships.

Building an inclusive supply chain

CAE proudly participated in the Réseau de Femmes des Affaires du Québec 2024 edition of "Cap vers la réussite." The conference featured a series of roundtables with women-owned suppliers, during which we received over 40 #pitches. Several participants registered with us as potential women-owned suppliers. This effort underscores our commitment to expanding our visibility on new performing suppliers and fostering a more inclusive supply chain.



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