



B.C. Pay Transparency Report 2024

Employer:	LULULEMON ATHLETICA CANADA INC.
Address:	Suite 2400, 745 Thurlow Street, Vancouver BC
Reporting Year	2024
Time Period:	January 29, 2024 – February 2, 2025
NAICS Code:	44-45 Retail Trade
Number of Employees:	10000 or more



The B.C. Pay Transparency Act requires British Columbia employers to publish a pay transparency report which includes components such as hourly pay, overtime pay, and bonus pay for the lululemon workforce based in the province.

In alignment with our commitment to inclusion and in accordance with the reporting requirements of the B.C. Pay Transparency Act, this report safeguards individual privacy, including those who didn't participate or chose not to share their gender data.

Gender categories—man, woman, non-binary, or "prefer not to say/unknown"—follow those prescribed by the B.C. Pay Transparency Act. The "prefer not to say/unknown" category includes individuals who selected that option or have not consented for their gender data to be used. In some sections of this report, responses from non-binary participants were below the minimum reporting threshold and has therefore been excluded.



Our commitment to equal pay

Pay equity looks at equal pay for equal work.

In British Columbia, 68% of our total workforce identify as women, who also comprise 49% of our senior leadership roles.

Since 2018, lululemon has achieved 100% gender pay equity as a global organization. This means that our employees are paid equally for equal work, regardless of gender.

To maintain 100% gender pay equity, annually we invest in a global pay equity analysis, conducted by an external professional services firm, which utilizes a comprehensive, multi-variable regression model. This is a consistent methodology the firm utilizes across their entire client base and is not unique to lululemon. Within the model there is consideration of critical factors such as employee performance, tenure, job accountabilities, role complexities, and more, to help identify when and where adjustments are needed.



Our commitment to equal pay

Data used in this report – A different methodology

The B.C. Pay Transparency report utilizes a different methodology compared to the more comprehensive analysis carried out for lululemon's Global Pay Equity analysis described above. In accordance with the B.C. Pay Transparency Act, the methodology required for this report focuses on Pay Gap, which illustrates the average difference in pay across gender groups, regardless of the job they are in. The unadjusted Pay Gap is calculated based on overall averages and medians and is heavily impacted by the distribution of employee populations across different jobs.

Unlike lululemon's more comprehensive pay equity analysis, the methodology in this report does not account for critical factors like employee performance, job type/level, and tenure, among other factors included in our pay equity analysis. When considered, these factors help to determine equal pay for equal work and validate that our compensation programs are aligned to our pay philosophy.



Our results

1. Ordinary Pay

lululemon has a wide range of jobs with different pay rates, and gender representation varies across job types.

Like in many organizations, across our B.C. population, most job positions (67%) are early career roles that typically require less than 5 years’ experience and have limited to no managerial responsibilities. This population consists of majority women (72%), which heavily impacts the overall population distribution.

Specialized and Managerial roles, which pay at a higher rate, make up 31% of positions. Women comprise the majority of this group, but the group is more balanced with 63% identifying as women and 37% as men.

Senior leadership/executive roles, which are the highest paid roles, make up less than 1.5% of positions. The distribution of this population is even more balanced between women and men, with 49% identifying as women and 51% identifying as men.

Given a significantly high proportion of early career positions are comprised of majority women when compared to far fewer Specialized/Managerial roles and executive/senior leader roles, which have more balanced gender distribution, the data shows a difference in overall average gender pay between gender categories.

lululemon continues to maintain 100% pay equity, an achievement which has been maintained consistently over seven years.

Based on the report’s methodology, the **Mean Hourly Pay Gap¹** is \$0.87 for self-identified women and non-binary employees, and \$0.77 for those who chose to identify as “prefer not to say/unknown” for every \$1.00 earned by self-identified men.

The **Median Hourly Pay Gap²** is \$0.88 for those who identified as women, and \$0.71 within the “prefer not to say/unknown” group, for every \$1.00 earned by self-identified men and non-binary employees.



Our results

2. Overtime

Overtime eligibility varies by role. All employees in overtime eligible roles receive the overtime rates calculated in accordance with the B.C. Employment Standards Act.

The mean and median overtime pay gap, as per the Pay Transparency Act reporting requirements, represent total overtime paid to employees. This means increased hours and pay rates compound to generate a greater gap in overall overtime pay between genders.

The percentages of those who received overtime pay in 2024 are as follows: 20% of men, 17% of women, and 28% of those who are within the category of prefer not to say/unknown.

The data concerning pay gap for mean and median overtime reflects the fact that specialized roles, such as Warehouse Technicians or Systems Engineers, work a greater number of overtime hours at lululemon (on average) compared to other warehouse roles and educator roles in our retail locations and Guest Education Centre. These specialized jobs, which require additional and specific training, typically pay at a higher rate and they generally have higher representation of men.

The data for **Mean Overtime Pay Gap**³ based on this methodology, is \$0.21 for women, and \$0.31 for “prefer not to say/unknown” employees for every \$1.00 earned by men. The **Median Overtime Pay Gap**⁴ is \$0.43 for women, and \$0.30 for ‘prefer not to say/unknown’ for every \$1.00 earned by men.

Based on the assessment of overtime hours, the **Mean Overtime Paid Hours**⁵ for men is 29, while for women 9, and “prefer not to say/unknown” 12. The **Median Overtime Paid Hours**⁶ for men is 8, for women 3, and “prefer not to say/unknown” 2.



Our results

3. Bonus Pay

lululemon has several bonus programs that are designed to align with our pay for performance philosophy. The percentage of employees receiving bonus pay are 93% for men, 91% for women, 89% for non-binary, and 87% for “prefer not to say/unknown”.

The majority of lululemon’s primary bonus programs are typically targeted as a percentage of pay. As a result, progression to more senior roles and salary growth increases an employee’s bonus potential. As previously mentioned, early career roles are weighted towards women, whereas specialized and senior leader roles have a more balanced distribution across genders. This results in an overall average difference in gender bonus payments.

Mean Bonus Pay Gap⁷ results show a difference of \$0.73 for women, \$0.44 for those who voluntarily identified as non-binary, and \$0.79 for those who “prefer not to say/unknown”, for every \$1.00 earned by men.

The data for **Median Bonus Pay Gap⁸** is as follows: women \$0.77, non-binary \$0.95, and “prefer not to say/unknown” \$0.20, for every \$1.00 earned by men.



Our results

4. Percentage of gender across pay quartiles

Percentage of gender across pay quartiles⁹ illustrates the proportion of self-identified men to women become more balanced as roles become more senior.

Quartile 1, which is made up of the lowest hourly pay, is 14% men, 36% women, and 51% “prefer not to say/unknown”. In quartile 2, comprised of lower middle hourly pay, 10% are men, 30% women, and 59% “prefer not to say/unknown”. The third quartile of upper middle hourly pay is 20% men, 49% women, and 31% “prefer not to say/unknown”. Quartile 4, representing the upper hourly pay, is 28% men, 40% women, and 32% “prefer not to say/unknown”.



Our Commitments

At lululemon, our purpose is to elevate human potential by helping people feel their best – and that starts with our employees. Our core values, especially our value of inclusion, underpins everything we do.

We recognize that maintaining gender pay equity is just one step toward our broader goal of gender equity. Data is key to informing our strategy, and we will continue to work with a third party to continue to track our data capturing and reporting.

We remain committed to enhancing equitable pay practices through various initiatives designed to promote transparency and support the upward mobility of women and gender-diverse (including non-binary) individuals within our workforce.

Some of our gender equity initiatives include:

- **Annual Pay Equity Analysis & Investments:** We stand for gender pay equity and conduct a global pay equity analysis each year with the expertise of external professional services consultants. Built into our regular compensation review process, we address any findings on an annual basis.
- **IDEA Engagement.** We develop programs and resources that promote inclusive behaviors, non-discrimination, and equal opportunity.
- **Women of Program.** Now in its third year, this program continues to elevate and support women by honoring their journeys, amplifying their leadership, and driving meaningful change across lululemon.
- **People Networks.** We support People Networks (PNs), employee-led communities designed to cultivate connection.
- **Inclusive and Equitable Design.** We design for as many people as possible, including store locations, employment policies, and product and guest interactions.

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.
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.
9. "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay.

