



URBAN SYSTEMS

FISCAL 2024

PAY TRANSPARENCY REPORT

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WHO WE ARE

Urban Systems is a privately-owned professional services company operating out of British Columbia, Alberta, Saskatchewan, and Manitoba, with 18 branches across Canada. Since our founding in 1975, we have been recognized for our spirited service and deep commitment to supporting vibrant communities of all shapes and sizes—from large metropolitan centers to remote communities. Our talented pool of more than 800 professionals enables us to bring together specialized, interdisciplinary teams tailored to meet the unique needs of each client, whether working alongside municipalities, governments, Indigenous communities, agencies, or private sector partners. Through safe and sustainable transportation networks, green spaces, water systems, clean energy sources, and more, our work constantly evolves to reflect the changing needs of the communities we serve. At Urban Systems, our passion for building healthy, thriving communities is at the heart of everything we do.

PAY TRANSPARENCY REPORTING

The report has been generated in compliance with the Government of British Columbia's Pay Transparency Act, which became law on May 11, 2023.

While our current pay analysis is driven by compliance with the British Columbia Pay Transparency Act, the broader value of this work lies in its ability to uncover potential pay disparities across our organization. Conducting this analysis enables us to identify and evaluate any notable gaps that may exist, ensuring that compensation is aligned with both role responsibilities and individual contributions. Ultimately, pay transparency serves as a tool to address and reduce unjustified differences in pay. The pay transparency report is intended to provide details on the gender pay gap for Urban Systems employees in BC.

The measures and definitions required to be used to determine gender pay gaps are set by the BC Government to ensure all companies report on this issue consistently. For more information on the BC Pay Transparency act and reporting requirements, visit their website.

The results reflect Urban Systems' employee base in BC only.

ALL BC EMPLOYEES

This report covers the 2024 fiscal year and includes data from Urban's 511 British Columbian employees – of whom 54% identify as women, 45% as men, and 1% as other. Some individuals in this report may no longer be with Urban Systems.

Urban Systems employs a wide range of roles with varying compensation levels, contributing to an overall gender pay gap of 16% across our BC offices.

The average age of BC employees is 35 years old, with men being on average 36.5 and women being on average 35 years old.

BRITISH COLUMBIA URBAN EMPLOYEES PAY GAP

Mean Hourly Pay Gap



Median Hourly Pay Gap



Mean Bonus Pay



Median Bonus Pay



Mean OT Pay



Median OT Pay



Men
Women



HOURLY PAY

UNDERSTANDING HOURLY PAY DIFFERENCES

The overall demographic makeup of Urban Systems' workforce plays a significant role in shaping hourly pay outcomes. Historically, roles in engineering, technology, and planning have seen greater male representation, while other positions tend to have more female representation. These industry-wide patterns, combined with differences in tenure and career progression, contribute to the observed 16% gap in average hourly pay between men and women.

MEAN HOURLY PAY GAP

Men	\$1.00
Women	\$0.84

In this organization, women's average hourly wages are 16% less than men's. For every dollar men earn in average hourly wages, women earn 84 cents in average hourly wages*.

MEDIAN HOURLY PAY GAP

Men	\$1.00
Women	\$0.84

In this organization, women's median hourly wages are 16% less than men's. For every dollar men earn in median hourly wages, women earn 84 cents in average hourly wages*.

EXPLANATORY NOTES

"Mean hourly pay gap" refers to the difference in pay between gender groups calculated by the average pay. Hourly pay does not include bonuses and overtime.

"Median hourly pay gap" refers to the difference 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

UNDERSTANDING OVERTIME PAY DIFFERENCES

Most employees at Urban Systems occupy roles that are exempt from overtime pay. Among those eligible for overtime compensation, men are more prominently represented.

The difference in overtime pay can be explained by the fact that some positions—particularly survey and field roles—are seasonal in nature. During construction season, these employees often work a significant amount of overtime hours to meet project needs, and this group is composed entirely of men. Even though this is not a large group, their substantial overtime hours can skew the overall data. In contrast, women currently in overtime-eligible roles are primarily found in administrative or project support positions. These roles generally involve fewer overtime hours and are compensated at lower rates compared to technician roles. This creates a larger apparent pay gap between men and women in the data, even though most employees do not work similar overtime hours. As a result, the mean pay gap is more pronounced, while the median provides a more balanced view by minimizing the impact of these outliers.

Importantly, all employees—regardless of gender—receive equal premium rates for overtime work, in accordance with the British Columbia Employment Standards Act.

MEAN OVERTIME PAY

Men	\$1.00
Women	\$0.31

In this organization, women's average overtime pay is 69% less than men's. For every dollar men earn in average overtime pay, women earn 31 cents in average overtime pay.

MEDIAN OVERTIME PAY

Men	\$1.00
Women	\$0.70

In this organization, women's median overtime pay is 30% less than men's. For every dollar men earn in median overtime pay, women earn 70 cents in median overtime pay.

MEAN OVERTIME PAID HOURS

Difference as compared to the reference group (Men)

Women	-9
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In this organization the average number of overtime hours worked by women was 9 less than by men.

MEDIAN OVERTIME PAID HOURS

Difference as compared to the reference group (Men)

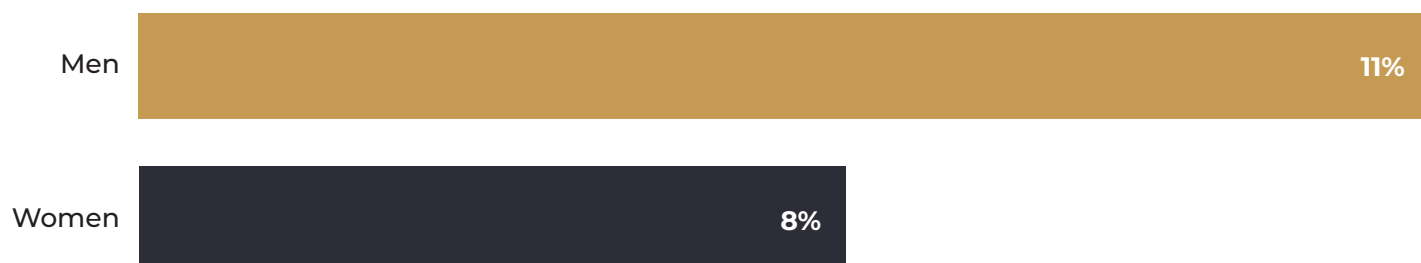
Women	-2
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In this organization, the median number of overtime hours worked by women was 2 less than by men.

OVERTIME PAY

PERCENTAGE OF EMPLOYEES IN EACH GENDER CATEGORY RECEIVING OVERTIME PAY

PERCENTAGE OF EMPLOYEES RECEIVING OVERTIME PAY



EXPLANATORY NOTES

“Mean overtime pay” refers to overtime pay when averaged for each group.

“Median overtime pay” refers to the middle point of overtime pay for each group.

“Mean overtime paid hours” refers to the average number of hours of overtime worked for each group.

“Median overtime paid hours” refers to the middle point of number of overtime hours worked for each group.



BONUS PAY

UNDERSTANDING BONUS PAY DIFFERENCES

When reviewing differences in bonus pay, it's important to understand how bonuses are determined at Urban Systems. Bonuses reflect everyone's unique role, contribution, and impact over the course of the year. Because roles and responsibilities vary significantly from person to person depending on circumstances, bonus amounts also vary accordingly.

The overall demographic makeup of our workforce influences average pay outcomes. For example, some roles in engineering, technology, and planning have historically had more male representation, while other roles tend to have more female representation. These industry-wide patterns, along with differences in tenure, help explain part of the bonus pay gap we observe.

Every role and contribution plays a vital part in our shared success. Bonus amounts may change year to year based on individual contributions, client needs, market conditions, and measurable outcomes—but each contribution supports one or more of our four bottom lines.

MEAN BONUS PAY



In this organization, women's average bonus pay is 70% less than men's. For every dollar men earn in average bonus pay, women earn 30 cents in average bonus pay.

MEDIAN BONUS PAY



In this organization, women's median bonus pay is 50% less than men's. For every dollar men earn in median bonus pay, women earn 50 cents in median bonus pay.

EXPLANATORY NOTES

"Mean bonus pay" refers to bonus pay when averaged for each group.

"Median bonus pay" refers to the middle point of bonus pay for each group.



BONUS PAY

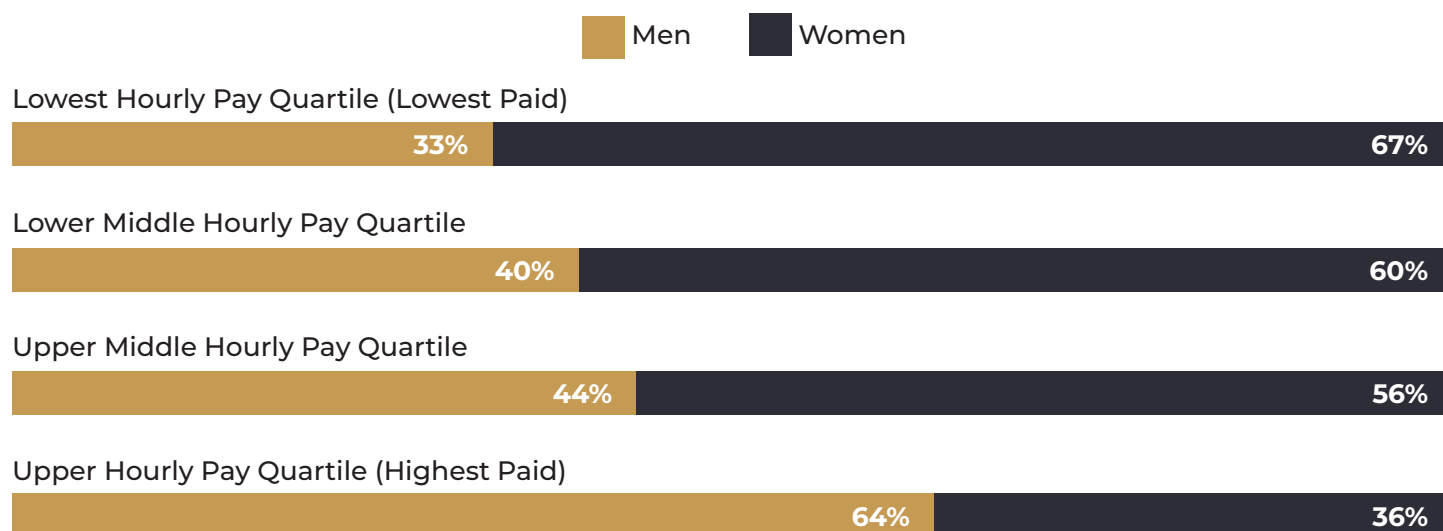
PERCENTAGE OF EMPLOYEES IN EACH GENDER CATEGORY RECEIVING BONUS PAY

PERCENTAGE OF EMPLOYEES RECEIVING BONUS PAY



PERCENTAGE OF EACH GENDER IN EACH PAY QUARTILE

PERCENTAGE OF EACH GENDER IN EACH PAY QUARTILE



In this occupation, women occupy 36% of the highest paid jobs and 67% of the lowest paid jobs.

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

EXPLANATORY NOTES

“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 have been excluded due to insufficient numbers to meet disclosure requirements.

STEPS URBAN SYSTEMS IS TAKING

In recent years, Urban Systems has been actively working to identify and address pay and gender distribution gaps, implementing a range of initiatives aimed at fostering greater equity and transparency, including:

- » **Recruiting Practices:** Urban Systems has made intentional efforts to hire more women into roles that have traditionally been male-dominated, such as engineering and civil technology. We're now seeing increased representation of women in these fields, particularly in early-career positions. Our commitment to supporting individual career growth means we're focused not just on hiring, but on creating opportunities for development and progression. By continuing to diversify our workforce in these areas, we're laying the foundation for long-term progress toward closing the gender pay gap.
- » **Reviewing and Updating Job Descriptions:** At Urban Systems, we continuously review all job postings to ensure that roles are clearly defined, evaluated fairly and free from bias. We intentionally use inclusive language that encourages applicants from all backgrounds – regardless of age, gender, race, or other factors to apply. To promote transparency and consistency, we also include salary ranges in every posting across all provinces, ensuring fairness in compensation regardless of regional differences.
- » **Supporting Equity Through Leave Benefits:** Urban Systems recognizes that maternity and parental leave can play a significant role in shaping long-term career and pay outcomes. We've taken steps to strengthen our leave policies—ensuring they are inclusive, accessible, and financially supportive. By offering enhanced maternity and parental leave benefits, we aim to reduce career interruptions and help close the gender pay gap over time.
- » **Flexible Work Arrangements:** Urban Systems is committed to supporting flexible work arrangements that empower employees to achieve a healthy work-life balance while maintaining organizational effectiveness. Team members may request reduced schedules or customized work arrangements, including adjustments to start and end times, to better accommodate personal and family needs. Where operational requirements permit, employees may balance remote work with in-office responsibilities. These practices are especially beneficial for working women, as they help address family and caregiving responsibilities, support career continuity, and contribute to closing gender gaps in pay and advancement.
- » **Annual Salary Reviews:** Regular salary reviews help maintain consistency in pay practices and provide employees with confidence that their compensation is aligned with their contributions and responsibilities.
- » **Living Wage Certified:** Supporting healthy, thriving communities is our thing—that's why we're excited to be a Living Wage Employer in British Columbia and Alberta. The benefits of supporting, paying, and earning a living wage are far-reaching—whether it's better quality of life for our employees, stronger morale and productivity in our workplaces, or increased investment and local spending. We are proud to pay our employees a wage that supports the communities where we live, work, and play.
- » **Representation:** Urban Systems' leadership team is 54% women, in comparison with the Canadian average of 35.6%. Additionally, 39% of engineers at Urban Systems identify as women, nearly triple the industry average, which remains under 14% for practicing engineers. As for identifiers, this is not something we require staff to disclose, however we do collect anonymous statistics in our yearly survey for all staff.
- » **Nurturing talent development:** Urban Systems encourages personal and professional growth and considers learning to be a journey. Every year, staff create their contribution plans to spark conversation and map a path of progress. This provides an opportunity to discuss professional development.