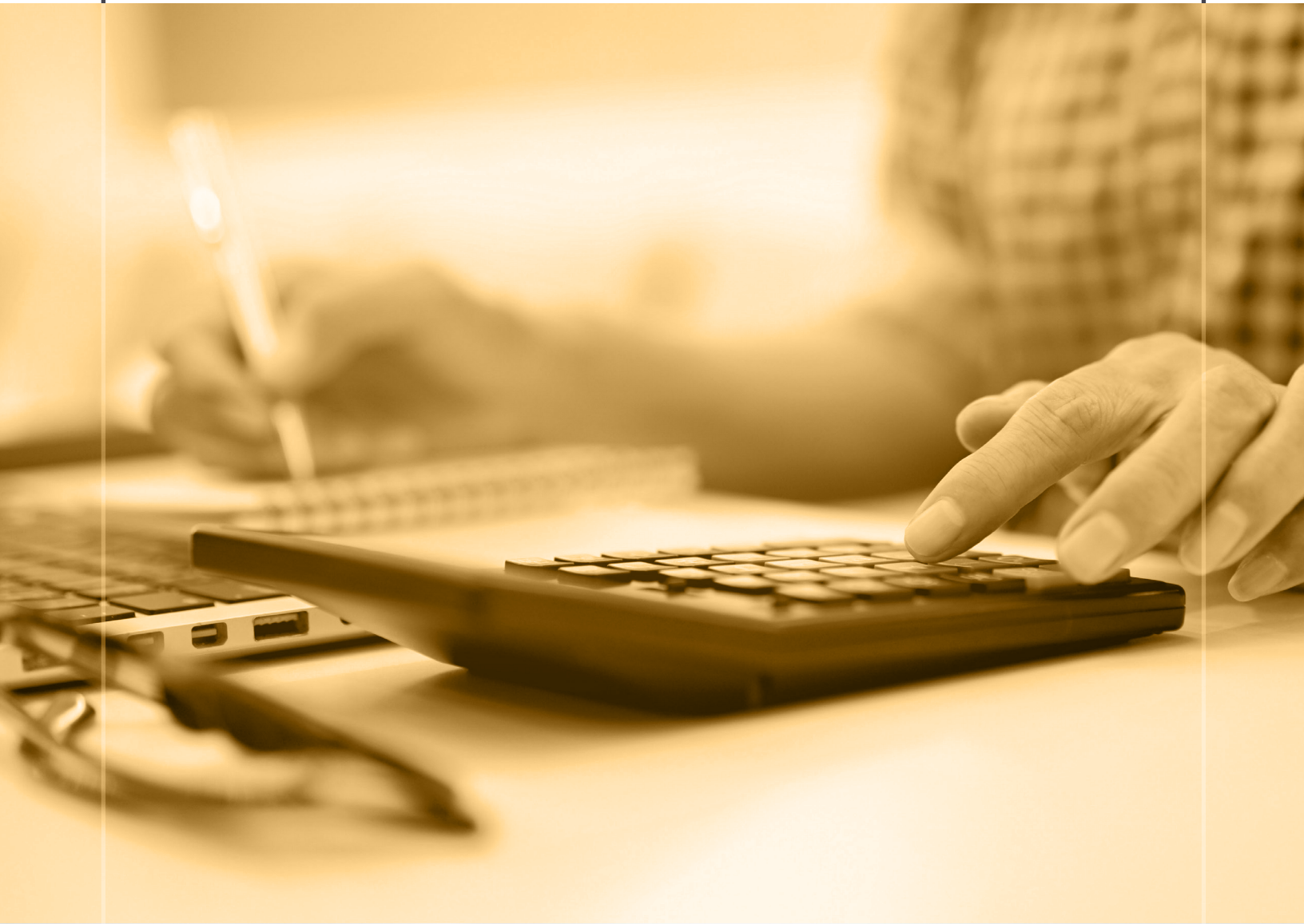




URBAN SYSTEMS

FISCAL 2025

**PAY TRANSPARENCY
REPORT** _____

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 850 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

Urban Systems prepared this report in accordance 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 pay disparities across our organization. Conducting this analysis enables us to identify and evaluate any notable gaps that 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. This pay transparency report is intended to provide details on the gender pay gap for Urban Systems employees in BC.

The BC Government sets the measures and definitions used to calculate gender pay gaps so that all organizations report their results consistently. For more information about the BC Pay Transparency Act and its reporting requirements, visit the [BC Government website](#).

The results in this report reflect Urban Systems' BC-based employees only.

ALL BC EMPLOYEES

This report covers the 2025 fiscal year and includes data from Urban's 543 permanent and temporary British Columbian employees of whom 54% identify as women, 45% as men, and 1% as another reported gender category. Some individuals in this report may no longer be with Urban Systems.

Urban Systems employs a wide range of roles with varying compensation levels. Across our BC workforce, the overall gender pay gap in mean hourly pay is 18%.

The average age of BC employees is 34. The average age is the same for both men and women.



HOURLY PAY

UNDERSTANDING HOURLY PAY DIFFERENCES

Urban Systems' workforce includes a wide range of roles with different pay levels and patterns of gender representation. Roles in engineering, technology, and planning have historically had greater male representation, while other positions tend to have greater female representation. Differences in tenure and career progression may also be relevant when considering the overall result.

These patterns may provide context for the observed gap; however, the available data does not allow us to determine the specific causes of the gap or the extent to which any one factor contributes to it.

MEAN HOURLY PAY GAP



*Women's mean hourly pay is 18% lower than men.
Women earn \$0.82 for every \$1.00 earned by men.*

MEDIAN HOURLY PAY GAP



*Women's median hourly pay is 17% lower than men.
Women earn \$0.83 for every \$1.00 earned by men.*

Each year, Urban Systems reviews employee salaries to ensure pay reflects each person's experience, contributions, and responsibilities. The review also considers changes in the market and our commitment to paying above living wage standards in the communities where we work.

This year, we completed a deeper review of hourly pay by grouping employees into one of four practitioner stages. These stages broadly reflect an individual's level of contribution, experience, and responsibility at Urban: senior practitioners provide company-wide leadership and stewardship; established practitioners lead significant client relationships, markets, projects, or teams; emerging practitioners are beginning to lead projects, develop client relationships, and support others; and entry-level practitioners are newer in their careers and contribute primarily through project delivery. This allowed us to compare pay among employees at broadly similar stages.

While the analysis reflects our BC workforce as a whole, it is important to recognize that the practitioner stage data shows that men currently represent a larger proportion of senior practitioners at Urban, with 64% identifying as men and 36% identifying as women.

When hourly pay was reviewed by practitioner stage across BC employees, the gap within each stage was smaller than the overall BC-wide gap. Across our BC workforce, women earned \$0.82 for every \$1.00 earned by men, while the lowest result within the practitioner-stage analysis was \$0.90 at the senior practitioner stage. This indicates that reviewing employees within comparable career stages provides important additional context, although it does not establish the specific causes of the differences in pay.

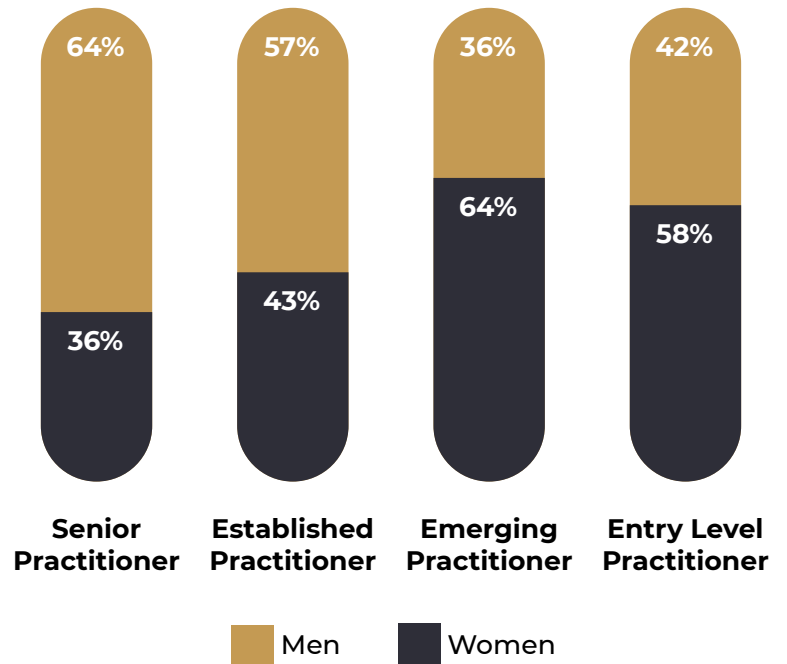


Figure 1 - 2025 Representation of gender (%) within different practitioner stages.

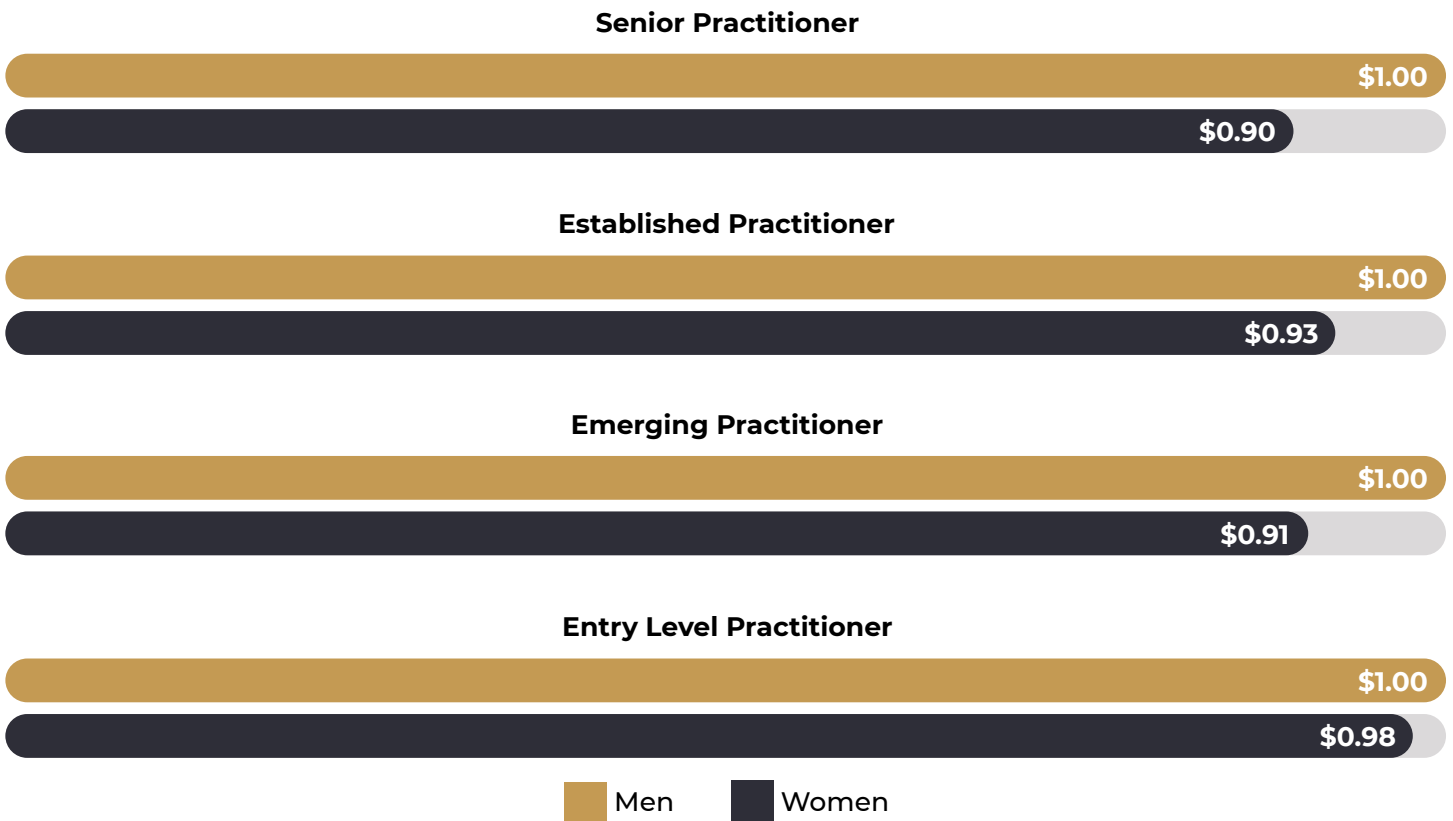


Figure 2 - 2025 Pay differences amongst practitioner stages

Understanding representation across practitioner stages helps provide context for broader workforce trends and offers a baseline for future analysis.

OVERTIME PAY

UNDERSTANDING OVERTIME PAY DIFFERENCES

Most employees at Urban Systems occupy roles that are ineligible for overtime pay. Among those earning higher levels of overtime compensation, men are more prominently represented. Some overtime-eligible positions, particularly survey and field roles, are seasonal in nature. During construction season, employees in these roles tend to work more overtime hours to meet project needs. This is a relatively small group composed entirely of men.

Women in overtime-eligible roles are primarily represented in administrative or project support positions. These roles generally involve fewer overtime hours and are compensated at lower pay rates compared to technician and survey roles. The mean number of overtime hours worked by women was 15 hours lower than the mean for men, while the median number was six hours lower.

These patterns may provide context for the observed differences in overtime pay; however, the available data does not allow us to determine the specific causes of the gaps or the extent to which any one factor contributes to them. The mean result is more sensitive to the comparatively high overtime amounts received by a small number of employees, while the median is less affected by these amounts.

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



*Women's mean overtime pay is 71% lower than men.
Women earn \$0.29 for every \$1.00 earned by men.*

MEDIAN OVERTIME PAY



*Women's median overtime pay is 49% lower than men.
Women earn \$0.51 for every \$1.00 earned by men.*

PERCENTAGE OF EMPLOYEES RECEIVING OVERTIME PAY





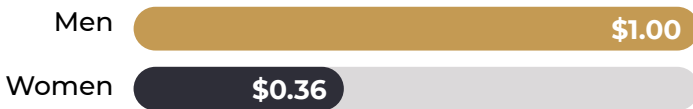
BONUS PAY

UNDERSTANDING BONUS PAY DIFFERENCES

Bonuses at Urban Systems reflect each employee's unique role, contribution, and impact on our practice over the course of the year. Because roles, responsibilities and performance vary from person to person depending on circumstances, bonus amounts also vary.

Urban Systems' workforce includes roles with different compensation levels and patterns of gender representation. Some roles in engineering, technology, and planning have historically had more male representation, while other roles tend to have more female representation. Differences in tenure, career stage, role, and individual contributions may also be relevant when considering the bonus pay results.

MEAN BONUS PAY



*Women's mean bonus pay is 64% lower than men.
Women earn \$0.36 for every \$1.00 earned by men.*

MEDIAN BONUS PAY



*Women's median bonus pay is 50% lower than men.
Women earn \$0.50 for every \$1.00 earned by men.*

This year, we also completed a deeper review of bonus pay by grouping employees into the one of four practitioner stages previously described. Men are currently more represented at the senior practitioner stage, while women are more represented at some earlier career stages. Across our BC workforce, women earned \$0.36 for every \$1.00 earned by men, while the lowest result within the practitioner-stage analysis was \$0.73 at the senior practitioner stage. This indicates that reviewing employees within comparable career stages, contribution, responsibility and role provides important additional context, although it does not establish the specific causes of the differences in pay.

Senior Practitioner



Established Practitioner



Emerging Practitioner



Entry Level Practitioner



Men Women

Figure 3 - 2025 Pay differences amongst practitioner stages

PERCENTAGE OF EMPLOYEES IN EACH GENDER CATEGORY RECEIVING BONUS PAY



PERCENTAGE OF EACH GENDER IN EACH PAY QUARTILE

At Urban, women occupy 33% of the highest pay quartile and 34% of the lowest pay quartile. Pay quartiles show how employees are distributed across four equally sized groups, from the lowest to highest hourly pay. As noted in the practitioner-stage analysis, representation varies across stages and job types. This provides relevant context when reviewing how employees are distributed across the pay quartiles.

Lowest Hourly Pay Quartile (Lowest Paid)



Lower Middle Hourly Pay Quartile



Upper Middle Hourly Pay Quartile



Upper Hourly Pay Quartile (Highest Paid)



At Urban Systems, women occupy 33% of the highest paid jobs and 66% of the lowest paid jobs.

Categories with less than ten (10) employees were removed from the pay quartile calculation.

*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 broaden representation in traditionally male-dominated fields, such as engineering and civil technology. We're now seeing increased representation of women in these roles, 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. With the aim of supporting career development in these areas, we aim to contribute to more equitable opportunities and pay outcomes over time.
- » **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 support career continuity and contribute to more equitable opportunities and pay outcomes over time.
- » **Flexible Work Arrangements:** Urban Systems is committed to supporting flexible work arrangements that help employees balance personal and family needs while maintaining organizational effectiveness. Team members may request reduced schedules or customized work arrangements, including adjustments to start and end times. Where operational requirements permit, employees may balance remote work with in-office responsibilities. These practices are intended to support access, flexibility, and continued career growth for employees with caregiving or other personal responsibilities, which may contribute to more equitable opportunities and advancement over time.
- » **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:** At Urban Systems, 42% of engineers identify as women, which according to a 2025 National Membership Report from [Engineers Canada](#), is close to triple the industry average of 15.8% for practicing engineers. At Urban Systems, we collect anonymous demographic statistics annually through a confidential, voluntary disclosure survey.
- » **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.

EXPLANATORY NOTES

“Mean (average) hourly pay gap” refers to the difference between the mean hourly pay of each gender group. Hourly pay does not include bonuses or 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.

“Mean overtime pay” refers to the mean overtime pay for each group.

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

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

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

“Mean bonus pay” refers to the mean bonus pay for each group.

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

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