



PAY TRANSPARENCY REPORT

2025



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About WestUrban Developments Ltd.

WestUrban Developments LTD. is a premier property development company founded in 2017 based in Canada. Our specialized team has over 35 years of experience in the real estate development industry, with expertise in construction management, customized development, and development planning across Western Canada. Our growing enterprise is built on a foundation of strong relationships, extending to clients, stakeholders, contractors, suppliers, and employees. We believe that investing in people is the cornerstone of our success. We build dynamic teams powered by respect, integrity, and experience. This mission empowers us to find innovative solutions, and to develop leading-edge concepts that enhance and support growing communities.

Pay Equity Reporting in British Columbia

We're pleased to share our first Pay Transparency Report as part of British Columbia's evolving Pay Transparency Act. Pay transparency reporting was introduced in 2023 and has been phased in over four years, beginning with the province's largest employers. As of November 1, 2026, organizations with 50 or more employees, including ours, are now required to prepare and publish an annual report.

As the legislation states, the purpose of the Act is to **"promote pay transparency."** While progress is being made across the province, B.C. still has a gender pay gap, and the construction industry continues to face unique challenges, including underrepresentation of women in many roles. We welcome the opportunity to be part of this important initiative and to contribute towards the work being done to improve pay equity in Canada. We believe that transparency helps build trust, strengthens our workplace, and supports our ability to attract and retain talented people in an industry that continues to evolve.

Employer Details

Employer:	WestUrban Developments Ltd.
Address:	2036 S Island Hwy #111, Campbell River BC V9W 0E8
Reporting Year:	November 2026
Time Period:	January 1, 2025 – December 31, 2025
NAICS Code:	2361 – Residential Building Construction
Number of Employees:	50 or more

Organizational Context

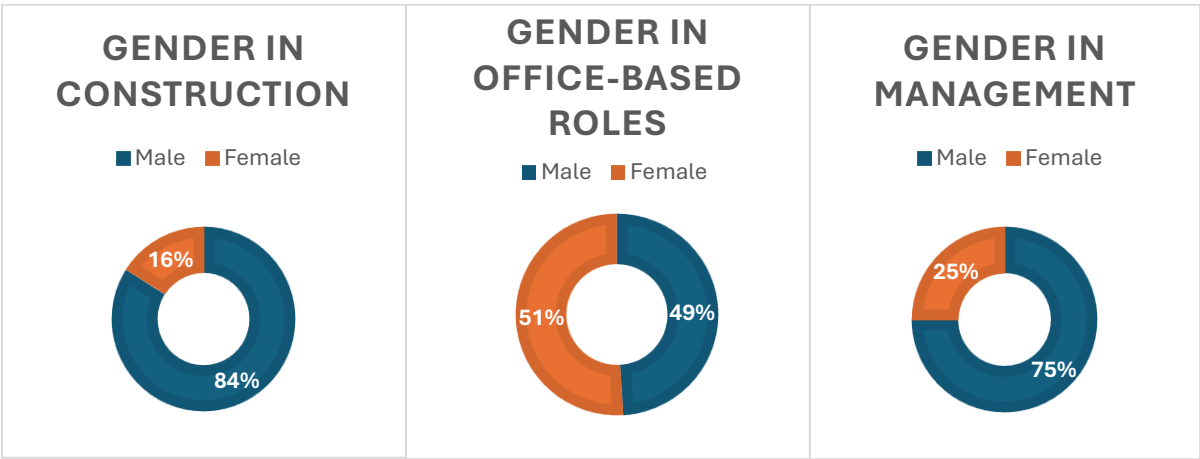
WestUrban’s workforce operates across two distinct environments: corporate offices and construction operations. These groups have substantially different job types and labour-market demographics; which are important considerations when interpreting this report’s pay results.

Overall, male representation is higher across the total organization. This is driven largely by our construction and field operations, where men account for 84% of the workforce. By contrast, WestUrban’s office workforce reflects strong balance, achieving near gender parity with women accounting for 51% of office-based roles and men accounting for 49%. Understanding these environments separately is essential, as the company-wide aggregate masks the gender balance maintained within corporate functions.

A similar divergence exists between hourly and salaried employment. The hourly workforce is almost entirely concentrated in construction operations and salaried positions are primarily office based. Construction positions also have increased exposure to overtime earnings driven by project demands and construction schedules.

Leadership representation aligns with broader operational patterns: women hold 25% of management roles, while men hold 75%. As WestUrban evolves, cultivating balanced representation across all organizational levels and functional areas remains a priority.

These structural differences demonstrate why aggregate, company-wide compensation figures may be misleading. Our averages are heavily impacted by the ratios of field-to-office roles, hourly to salaried roles and the gender distribution across job families. Consequently, a gender compensation gap does not necessarily indicate unequal pay for equal or comparable work.



Hourly Pay

Our pay structure is informed by external market compensation data and is reviewed each year to ensure it remains competitive and aligned with industry trends. As our organization evolves, we also continue to strengthen and refine our approach to compensation.

Our salary structure is based on the relative value of roles within job families, with pay ranges and midpoints, which guide compensation decisions. These ranges are reviewed against industry-specific market data and consider both market trends and regional differences. Our goal is to make compensation decisions that balance internal equity with external market competitiveness, while recognizing the unique skills, experience, and contributions of employees.

Mean hourly pay gap		Median hourly pay gap	
Men	\$1.00	Men	\$1.00
Women	\$0.88	Women	\$0.92

- According to the Pay Transparency Act and reporting rules designed to protect anonymity and privacy, one or more gender categories has been excluded due to insufficient numbers to meet the disclosure requirements.
- “Mean Hourly Pay Gap” refers to the differences in average pay between gender groups. Hourly pay does not include bonuses and overtime.
- “Median Hourly Pay Gap” refers to the differences in the mid range of pay between gender groups. Hourly pay does not include bonuses and overtime.

In our organization, men’s average hourly wages are 12% more than women’s. For every \$1.00 men earn in average hourly wages, women earn \$0.88. Men’s median hourly wages are 8% more than women’s. For every \$1.00 men earn in median hourly wages, women earn \$0.92.

Our mean and median hourly pay ratios reflect the overall composition of our workforce rather than differences in pay for the same work. As a residential construction company, we have a predominantly male workforce, particularly in field operations and directly related leadership roles.

Overtime Pay

Our overtime pay results reflect differences in how overtime is distributed across our workforce. While more men worked overtime during the reporting period, the women who worked overtime generally worked more overtime hours on average. This is reflected in both our mean and median overtime pay ratios, as well as the average overtime hours reported.

Percentage of employees in each gender category receiving overtime pay

Men	55%
Women	26%

Mean overtime pay		Median overtime pay	
Women	+44	Women	+18

- According to the Pay Transparency Act and reporting rules designed to protect anonymity and privacy, one or more gender categories has been excluded due to insufficient numbers to meet the disclosure requirements
- "Mean overtime paid hours" refers to the average number of hours of overtime worked for each gender group
- "Median overtime paid hours" refers to the middle point of the number of overtime hours worked for each gender group

In our organization the average number of overtime hours worked by women was 44.84 more than by men and the median overtime hours worked by women was 18.75 more than by men.

Mean overtime pay		Median overtime pay	
Men	\$1.00	Men	\$1.00
Women	\$1.18	Women	\$1.27

- According to the Pay Transparency Act and reporting rules designed to protect anonymity and privacy, one or more gender categories have been excluded due to insufficient numbers to meet the disclosure requirements.
- "Mean Overtime Pay" refers to overtime pay when averaged for each gender group
- "Median Overtime Pay" refers to the middle point of overtime pay for each gender group

In our organization, women's average overtime pay is 12.5% more than men's. For every \$1.00 men earn in average overtime pay, women earn \$1.13. Similarly, women's median overtime pay is 27% more than men's. For every \$1.00 men earn in median overtime pay women earn \$1.27. These results are influenced by the nature of the roles earning overtime. In some areas of the business, specialized positions are performed by a single employee at each location, meaning overtime hours worked are not shared across a larger team. In contrast, overtime in field operations is spread across a greater number of employees, resulting in fewer overtime hours per individual. As a result, these figures reflect differences in workforce composition and operational requirements rather than differences in overtime pay rates.

We carefully assess each position to determine overtime eligibility in accordance with the Employment Standards Act and ensure employees are classified appropriately based on the duties of their role. Where overtime is applicable, overtime pay requirements are applied consistently and fairly across the organization.

Bonus Pay

Our organization has two bonus programs designed to recognize different types of contributions.

The **Project Performance Bonus** is available to employees whose roles have a direct influence on project outcomes. This bonus is awarded when projects achieve defined performance objectives, such as schedule and overall project success, and is paid following project completion.

Our **Profit Share** program is available to all other eligible employees and is based on the achievement of annual corporate profitability targets. While this program remains an important part of our total rewards philosophy, corporate profitability targets were not met in the reporting period and as a result, no Profit Share payments were made during that time.

Percentage of employees in each gender category receiving bonus pay			
Men		7%	
Women		3%	
Mean bonus pay		Median bonus pay	
Men	\$1.00	Men	\$1.00

- According to the Pay Transparency Act and reporting rules designed to protect anonymity and privacy, one or more gender categories have been excluded due to insufficient numbers to meet the disclosure requirements.
- “Mean Bonus Pay” refers to bonus pay when averaged for each gender group
- “Median Bonus Pay” refers to the middle point of bonus pay for each gender group

During this reporting period, Project Performance Bonuses were paid to employees in a variety of project focused roles, including both men and women. Under the B.C. Pay Transparency reporting requirements, results for employee groups with fewer than 10 individuals must be suppressed to protect privacy. Because fewer than 10 women received bonus pay during the reporting period, bonus data for women is not reported, even though women did participate in the Project Performance Bonus program.

Pay Quartiles

Pay quartiles show how employees are distributed across four equal pay groups, from the highest to the lowest hourly rates. They provide a snapshot of representation at different pay levels and are not a comparison of pay between employees performing the same work.

Percentage of each gender in each pay quartile		
	Men	Women
Upper hourly pay quartile (highest paid)	83%	17%
Upper middle hourly pay quartile	60%	40%
Lower middle hourly pay quartile	69%	31%
Lowest hourly pay quartile (lowest paid)	67%	33%

- According to the Pay Transparency Act and reporting rules designed to protect anonymity and privacy, one or more gender categories have been excluded due to insufficient numbers to meet the disclosure requirements.
- "Pay Quartile" refers to the percentage of each gender group within each of four equal sized groups, based on hourly pay.

In our organization women occupy 17% of the highest paid jobs and 33% of the lowest paid jobs. Men occupy 83% of the highest paid jobs and 67% of the lowest paid jobs.

Our results reflect the current makeup of our workforce and the types of roles within the organization. As a residential construction company, we operate in an industry where women continue to be underrepresented, particularly in field and construction operations roles as well as the associated leadership roles. This is reflected across all of our pay quartiles, where men represent a larger proportion of employees.

Women are represented across all four pay quartiles, and we remain committed to fair and equitable compensation practices, employee development, and creating opportunities for all employees to succeed.

Understanding Our Results

Our Pay Transparency Report provides a snapshot of our workforce and compensation practices, at this point in time. The results are influenced by the types of roles within our organization, the representation of employees across those roles, and the broader realities of the residential construction industry.

As a company, we are committed to maintaining fair and equitable compensation practices based on the value of each role, labour-market conditions, and internal equity. We recognize that building a more diverse workforce and creating opportunities for growth takes time, and we are continuing to learn and improve our practices as we grow.