City of Burnaby *Pay Transparency Report*

Employer Details

Employer:	City of Burnaby
Address:	4949 Canada Way, Burnaby, BC
Reporting Year:	2026
Time Period:	January 1, 2025- December 31, 2025
North American Industry Classification System (NAICS) Code:	91 - Public administration
Number of Employees:	1000 or more

Now in its third year of reporting, the City of Burnaby is able to look beyond a single-year snapshot and consider how pay outcomes are changing over time. This 2025 report highlights both measurable progress and the workforce patterns that continue to shape differences in earnings.

Prepared in accordance with British Columbia's *Pay Transparency Act*, the report examines hourly pay, overtime and special pay outcomes across gender groups, including men, women and non-binary employees.

Rather than treating transparency as an endpoint, the City uses these results to identify where progress is occurring, where representation affects access to earnings, and where future workforce action can have the greatest impact.

The 2025 data shows a modest but meaningful shift: women earned 92 cents in mean hourly pay for every dollar earned by men, compared with 91 cents in 2024. The City's mean hourly pay gap was 8%, while the median gap was 6%, both more favourable than the broader provincial results reported for women.

Other indicators also show movement, including special pay outcomes that approached parity and increased representation of women in the upper-middle pay quartile.

The findings also reinforce an important distinction: employees performing comparable work are paid equally, rather than unequal pay for equal work, as employees in comparable roles are compensated under the same established pay structures.

About the City of Burnaby

Burnaby is located on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), səlilwətaɬ (Tsleil-Waututh) and kʷikʷəƛ̓əm (Kwikwetlem) peoples. We respectfully acknowledge that each Nation has its own unique histories and traditional territories that fully or partially encompass the city and are grateful for the opportunity to be on this territory.

At the City, we are dedicated to fostering a workforce that truly reflects the rich diversity of our community. We warmly welcome people of all genders, ages, ethnicities, cultures, abilities and backgrounds.

Transparency remains a cornerstone of our efforts to create an inclusive workplace. This third-year report builds on that commitment by continuing to promote trust and ensuring our workforce mirrors the vibrant diversity of the community we serve.

Our dedicated staff play a vital role in delivering essential services and maintaining facilities that support a safe, connected, inclusive and healthy environment for all residents. The City oversees critical functions such as parks and recreation, roads, sewer systems, libraries, public safety, transportation and water management, all with the goal of enhancing the well-being and quality of life in Burnaby.

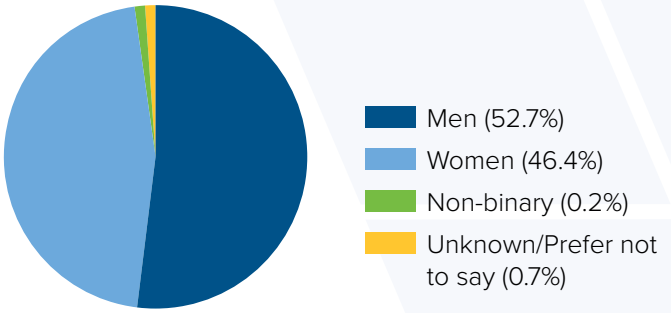
> **At the City of Burnaby, our people are at the heart of everything we do. This report is about more than numbers, it is about our commitment to fairness, respect and equity in how we value the work of our employees. Whether we are delivering services, shaping community or supporting one another behind the scenes, our promise is to lead with integrity, innovation, passion and a deep sense of community. This report is also a way to recognize and celebrate the people who make Burnaby better every day: our staff, our residents and the community we are so proud to serve.**
>
> **—Anita Bhandari, CHRO, City of Burnaby**

Data Used in This Report

The City prepared this report using employee data covering the period from January 1, 2025 to December 31, 2025. The data is primarily drawn from our payroll system and collects key employee information, including gender identity, which is voluntarily disclosed during onboarding and through annual surveys.

To improve data accuracy, a reconfirmation process was completed in 2025, inviting employees to verify their gender identity. Based on the information collected, the employee population consists of 52.7% men, 46.4% women, 0.2% non-binary employees and 0.7% employees whose gender is unknown or who prefer not to disclose.

Employee gender representation



In 2025, all reported gender identity categories met the minimum disclosure thresholds required under the *Pay Transparency Act*. This enables us to present a detailed breakdown of our employee gender representation. By leveraging data, we strive to provide a comprehensive overview of our workforce demographics while ensuring the confidentiality of individual responses.

Unless otherwise noted, pay gap calculations in this report reflect all employees (regular full-time, regular part-time and auxiliary). Specific sections that reference exempt staff are labeled accordingly.

Hourly pay

The City remains committed to pay equity across all employee groups (men, women and non-binary). Unionized employees performing the same roles receive equal hourly wages as outlined in their collective agreements. For exempt staff, compensation is applied consistently using structured pay bands, with placement and progression determined by defined criteria such as experience and length of service. This approach helps ensure equitable and transparent compensation practices across the organization.

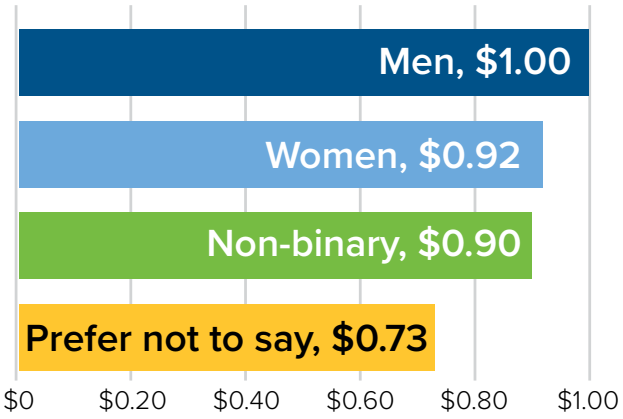
Occupational patterns continue to influence overall averages. Despite this factor, the City saw an increase in the mean hourly pay. In 2025, women earned 92 cents for every dollar earned by men in mean hourly pay, improving from 91 cents in 2024. The median result remained at 94 cents per dollar.

Non-binary employees earned 90 cents in mean hourly pay and $1.12 in median hourly pay for every dollar earned by men.

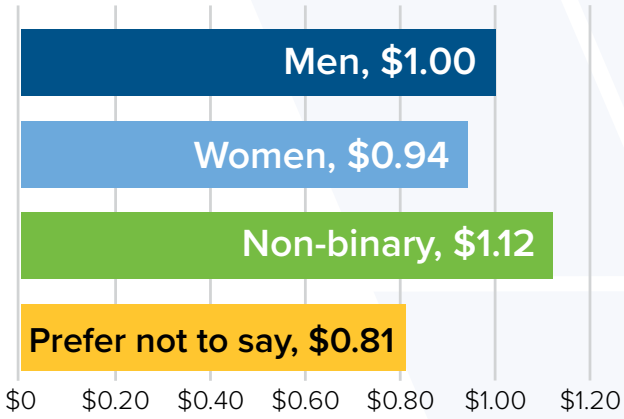
Employees who preferred not to say or whose gender was unknown earned 73 cents in mean hourly pay and were paid 81 cents in median hourly pay for every dollar earned by men. Similar to previous years, smaller groups remain more sensitive to the mix of roles, tenure and individual pay placement. Larger groups represent a broader range of positions across the City.

Leadership programs and ongoing support continue to foster advancement opportunities for all employees into higher-paying roles, supporting a fair and equitable workplace.

Mean hourly pay gap[1]



Median hourly pay gap[2]



In British Columbia in 2025, the mean hourly wage for men is approximately $40.47, while women earn around $35.28, resulting in a mean pay gap of about 12.8%. This means women earn approximately 87 cents for every dollar earned by men. It's important to note that this measure includes all employees and does not factor in overtime pay, which can affect the average.

At the City, women's average hourly wages are 8% lower than men's, which is 4.8 percentage points better than the provincial average in BC. For every dollar men earn in average hourly wages, women earn 92 cents.

Additionally, non-binary employees earn about 90 cents for every dollar earned by men, while those who prefer not to say or whose gender is unknown earn 73 cents for every dollar earned by men.

In British Columbia, the median hourly wage for men is approximately $35.10, while women earn around $30.00, resulting in a pay gap of about 14.5%.[3] This means women earn approximately 85 cents for every dollar earned by men. Median figures can provide a clearer picture of pay distribution because they reduce the impact of high or low earnings.

In the City, women's median hourly wages are 6% lower than men's, which is about 9% better than the provincial gap in BC For every dollar men earn in median hourly wages, women earn 94 cents. Non-binary employees earn about $1.12 for every dollar earned by men, while those who prefer not to say or whose gender is unknown earn 81 cents for every dollar earned by men.

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 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 overtime.
3. Data source: Statistics Canada, Table 14-10-0064-01, Reporting Year 2025

Are men and women compensated equally for comparable roles?

In line with the union collective agreements, men and women performing the same work duties and responsibilities continue to receive equal compensation.

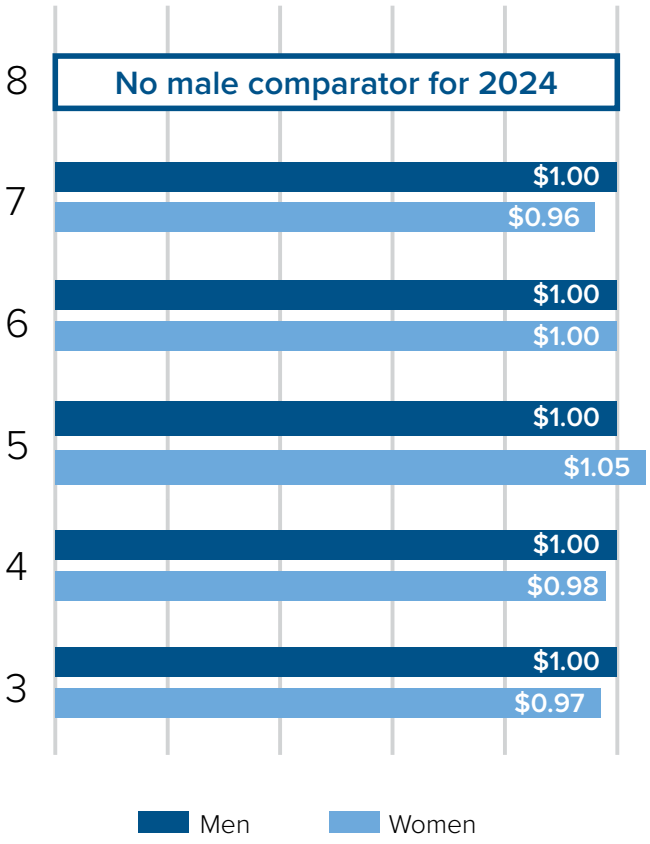
The pay structure for exempt employees is based on established salary scales that are regularly assessed against the external market and that consider objective factors such as education, experience and competencies. Progression through these salary scales is tenure-based, with gender playing no role in step placement decisions.

Positive progress continued in 2025. Across comparable exempt pay bands, women earned at least 98 cents for every dollar earned by men, which shows an increase of two cents in comparison with 2024. Women earned equal to or more than men in three of five comparable pay bands, demonstrating continued strength in the City's pay equity structure.

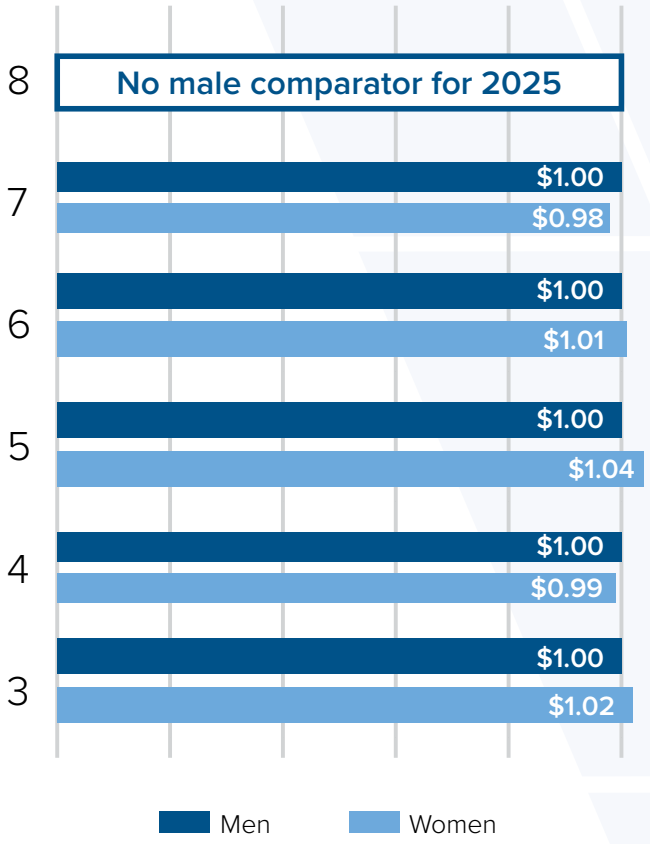
Compared with 2024, women's relative hourly pay improved in several bands. Pay Band 3 increased from $0.97 to $1.02, Pay Band 4 from $0.98 to $0.99, Pay Band 6 from $1.00 to $1.01 and Pay Band 7 from $0.96 to $0.98. Pay Band 5 remained strong at $1.04, compared with $1.05 in 2024. Pay Band 8 had no male comparator in 2025.

Overall, these differences show the City's commitment to equal pay and development for men and women.

Mean hourly pay differences by exempt pay bands (2024)



Mean hourly pay differences by exempt pay bands (2025)



In 2025, pay differences narrowed in several bands compared with 2024, with notable improvement in Pay Bands 3, 4, 6 and 7. Across comparable pay bands, women earned between $0.98 and $1.04 for every dollar earned by men.

Explanatory notes

1. The City employs an eight-level salary structure (Pay Bands 1 to 8) for exempt positions. Each pay band consists of three distinct layers: a development layer, an intermediate layer and a senior layer. This structure is designed to accommodate various levels of experience and responsibility within each band:
2. Pay Band 8: HR Support Assistants (*No male comparator for 2024)
3. Pay Band 7: Executive Assistants, Coordinators and Advisors, Assistant Manager, Business Process Leads, Claims and Risk Specialists and Emergency Management Coordinators
4. Pay Band 6: Senior Advisors, Supervisors P&C, Business Relations Managers, Library Branch Managers, Senior Program Managers and Managers
5. Pay Band 5: Managers and Senior Managers
6. Pay Band 4: Directors, Chief Building Inspectors, Deputy Fire and Deputy General Managers
7. Pay Band 3: General Managers, Deputy General Managers and Fire Chief
8. Pay Band 2: Deputy Chief Administrative Officer - Single incumbent.
9. Pay Band 1: Chief Administrative Officer - Single male incumbent.

Overtime pay[1]

Overtime work at the City is mainly performed by exempt specialized technical professionals and unionized tradespersons and skilled laborers across sectors such as construction, maintenance, transportation, public services and engineering.

Positions that are eligible for overtime respond to outages, emergencies, and other critical tasks outside regular hours, and ensure safe and reliable services are provided to the community 24/7. Some examples of the roles that receive overtime are labourers, truck drivers, building services workers, firefighters, engineers and IT staff.

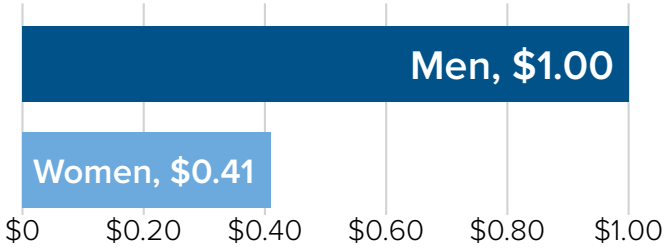
Overtime is a natural component of operational and emergency response roles. While these specialized fields have historically been male-dominated, the City is actively utilizing continuous accessibility programs, targeted recruitment and EDI audit processes to monitor, remove barriers and broaden participation across all groups.

As such, we continue to actively participate in a wide range of career fairs and outreach events focused on attracting diverse talent and increasing awareness of employment opportunities with the City. We also consistently communicate our commitment to providing accommodations throughout the recruitment process to support candidates' individual needs. In addition, staff regularly participate in training and learning opportunities to strengthen their understanding of unconscious bias, accessibility, inclusion, and the barriers that individuals may encounter in the workplace and during recruitment. In addition, we deliver comprehensive leadership development opportunities which equip leaders with the leadership skillsets and mindsets needed to create supportive and inclusive workplace environments for all.

In addition, the analysis aggregates all employment statuses, providing important context for understanding women's overtime earnings and reflecting natural operational requirements. Women hold 57% of Regular Part-Time and Auxiliary positions, demonstrating their strong contribution across the City's workforce. Although the collective agreement provides overtime provisions for these employees, departments with higher concentrations of women in these employment statuses—such as Library (73%), Parks, Recreation and Culture (59%), and Community Safety (65%)—typically have fewer emergency-response functions that generate significant overtime. These workforce patterns highlight operational requirements along with an opportunity to continue expanding women's participation and career pathways in operational and emergency-response roles where overtime is more prevalent, supporting broader access to earning opportunities over time.

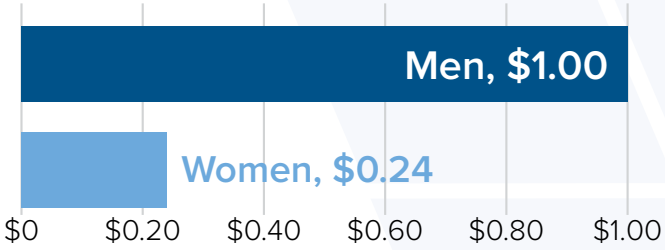
These figures reflect role distribution, not inequitable pay practices. Collective agreements govern overtime rates, ensuring equal treatment for all employees.

Mean overtime pay[2]



While overtime pay rates remain equal across genders, overtime opportunities are concentrated in roles such as firefighting, trades and emergency response, which are currently male dominated.

Median overtime pay[3]



For median overtime pay, women earned 24 cents for every dollar earned by men, a 76% difference that likewise reflects participation and availability patterns across roles.

Mean overtime paid hours[4]

Difference as compared to reference group (Men)

Women	-28h

The average number of overtime hours worked by women was 28 fewer than by men.

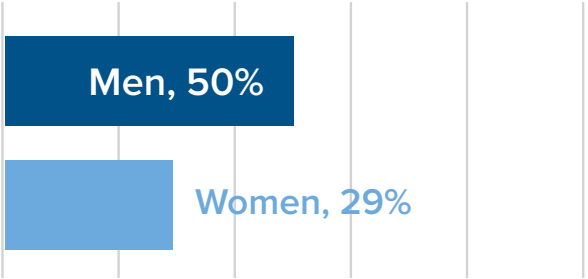
Median overtime paid hours[5]

Difference as compared to reference group (Men)

Women	-14h

The median number of overtime hours worked by women was 14 fewer than by men.

Percentage of employees in each gender category receiving overtime pay



Explanatory notes

1. Other gender categories are excluded from the overtime analysis where the number of employees is insufficient to meet disclosure thresholds, in accordance with reporting rules designed to protect privacy.
2. “Mean overtime pay” refers to overtime pay when averaged for each group.
3. “Median overtime pay” refers to the middle point of overtime pay for each group.
4. “Mean overtime paid hours” refers to the average number of hours of overtime worked for each group.
5. “Median overtime paid hours” refers to the middle point of number of overtime hours worked for each group.

Special pay[1]

Special pay adjustments are based on tenure-related eligibility criteria and are reviewed annually to support consistency and equity. These payments include long-service awards and retirement gifts and represent a small portion of total compensation. Because the awards are determined solely by length of service, employees with the same tenure receive the same level of recognition. The higher overall special pay received by male employees reflects their longer average tenure within the organization, rather than any difference in treatment. This tenure-based approach supports fair, consistent recognition for all employees.

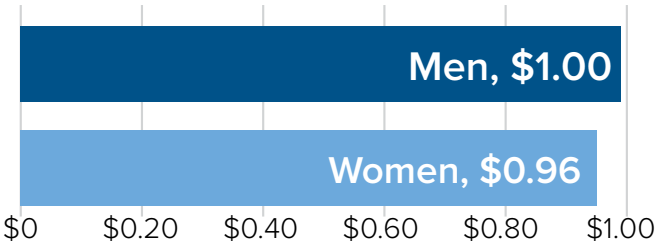
In 2025, special pay outcomes for women improved significantly compared with 2024. **Women received an average of $0.96 for every $1.00 received by men, compared with $0.65 in 2024. The median ratio also increased from $0.60 to $1.00, reaching parity with men.**

The improvement was primarily due to changes in the distribution of years of service among recipients. In 2024, women were more concentrated in the lower service categories, while men had more recipients in the higher service categories. In 2025, the distribution of years of service was more similar between women and men, including a higher proportion of women in the higher service categories.

Because both the Retirement Gift and Long Service Award increase with years of service, this change in the recipient mix resulted in women receiving award amounts much closer to those received by men.

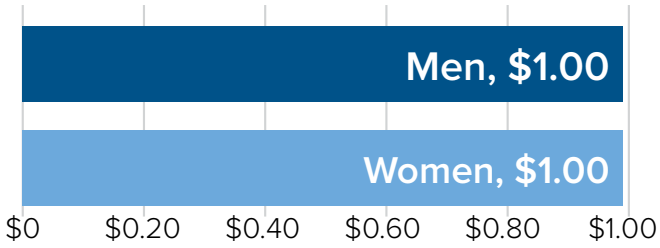
The increase in the median ratio from $0.60 to $1.00 is also explained by the years-of-service distribution. In 2024, the median female award was in the “10–20” year service category, while the median male award was in the “21–30” year category. In 2025, the median award for both women and men fell within the 21–30-year category, resulting in equal median award amounts.

Mean special pay[2]



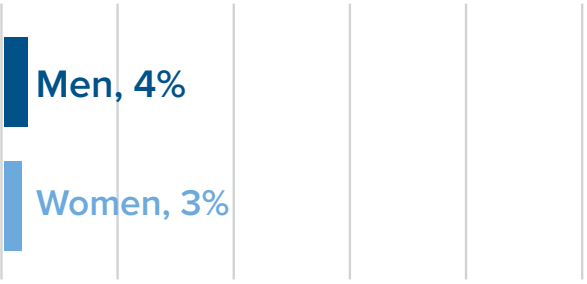
On average, women received 96 cents in special pay for every dollar received by men.

Median special pay[3]



Women’s median special pay was equal to men’s.

Percentage of employees in each gender category receiving special pay



Explanatory notes

1. Other gender categories are excluded from the special pay analysis where numbers are insufficient to meet disclosure thresholds, in accordance with reporting rules designed to protect privacy.
2. “Mean special pay” refers to special pay when averaged for each group.
3. “Median special pay” refers to the middle point of special pay for each group.

Percentage of each gender in each pay quartile[1]

In 2025, women made up 35% of the highest-paid quartile which remains unchanged from 2024. Women represented 51% of the upper-middle quartile, 43% of the lower-middle quartile and 57% of the lowest-paid quartile.

These results show continued progress in representation within the upper pay quartiles, particularly in the upper-middle quartile, where representation increased from 48% in 2024 to 51% in 2025 (a 3-percetange-point increase). This improvement was accompanied by decreases in representation in the two lower quartiles, from 46% in previous year to 43% in 2025 and from 59% to 57%, respectively. The distribution across quartiles continues to reflect differences in workforce representation across occupations and pay levels such as administrative jobs for the lower hourly pay quartile.

Men remain more highly represented in higher-pay operational and technical areas such as Fire, Engineering, Information Technology, and Lands and Facilities functions.

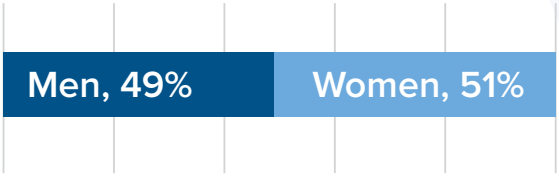
Women continue to have stronger representation in administrative, support and recreation-related functions. Supporting career development and advancement opportunities across all occupations remains a focus for the coming years.

Upper hourly pay quartile *(highest paid)*



Women's share in the upper quartile remained at 35%.

Upper middle hourly pay quartile



Women's share in the upper-middle quartile increased from 48% to 51%.

Lower middle hourly pay quartile



Lowest hourly pay quartile *(lowest paid)*[2]



Explanatory notes

1. "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay.
2. Gender categories with fewer than 10 employees are suppressed, or the quartile is reduced, in accordance with reporting rules designed to protect anonymity and privacy. **The 2025 lowest quartile includes 2% Prefer not to say/Unknown.**

The City of Burnaby Commitment to Enhance Transparency and Accountability

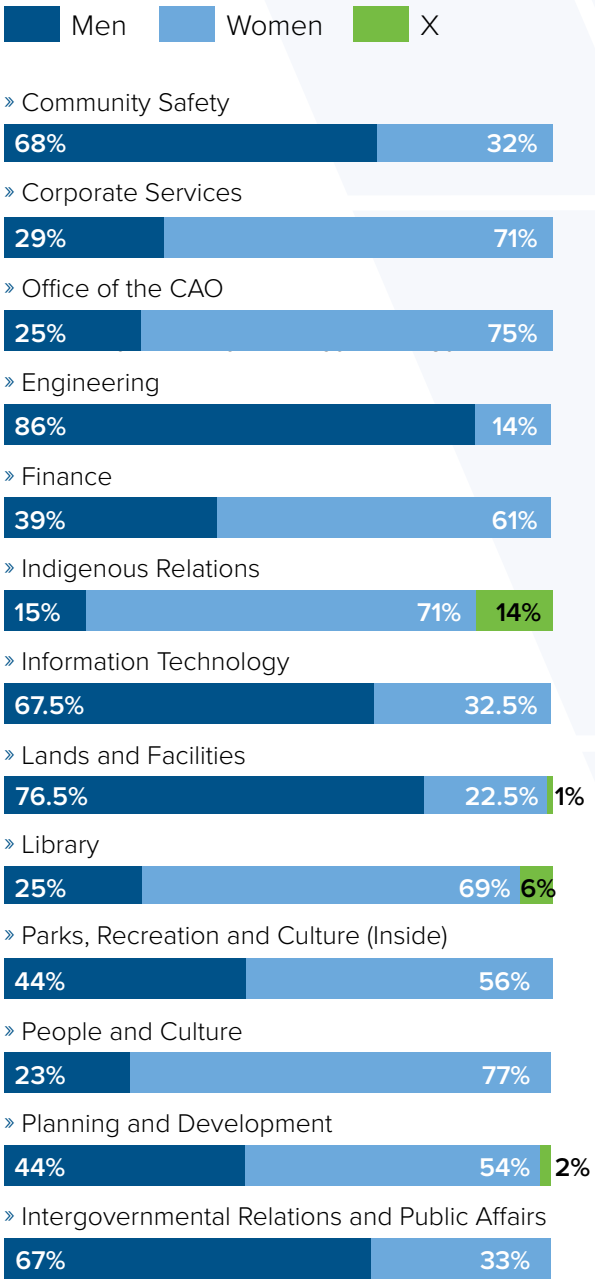
As part of the City's ongoing commitment to diversity, transparency and accountability, the City continued in 2025 to advance initiatives that support a more inclusive, equitable, respectful and welcoming workplace for all employees.

Building on the foundation of our Pay Transparency Reports, the City remains dedicated to advancing representation for women, Indigenous peoples, visible minorities, persons with disabilities and other equity-deserving groups. Through our People-Centered Workplace Strategies, we embed equity into every facet of employee experience, expanding access to career development, strengthening inclusive practices and ensuring all colleagues have meaningful opportunities to grow, contribute and lead. These actions reinforce our ongoing leadership in promoting equity, fairness and belonging across the City.

In 2025, the City continued to strengthen workforce representation across departments. Women represented the majority of employees in several areas, including Corporate Services, Customer Service Centre, Finance, Indigenous Relations, Library, Parks, Recreation and Culture, People and Culture, and Planning and Development.

Women's representation increased in Information Technology, from 29% to 32.5% and Indigenous Relations from 67% to 71%.

Representation continues to vary across departments, reflecting differences in occupational groups and workforce composition. The City remains committed to supporting inclusive recruitment, development, and advancement opportunities across all areas of the organization.



2025 Initiatives to promote EDI across the organization:

» Staff cultural celebrations, recognitions and observances to honour diverse identities and foster a greater sense of belonging.

» Raised the “Every Child Matters and Survivors” Flag for the first time, reaffirming the City’s commitment to truth, reconciliation and honouring the experiences of residential school survivors and Indigenous communities.

» Expanded EDI learning opportunities through lunchtime learning sessions, workshops and educational resources to build awareness and practical inclusion skills.

» Enhanced staff communications and EDI resources to provide accessible information, tools and guidance that support inclusive practices across the organization.

» Continued the use of new hire and exit feedback surveys to better understand employee experiences and identify opportunities for improvement.

» Launched a centralized staff resource hub to provide employees with easy access to EDI, accessibility, learning and workplace support resources

» Introduced the Peace Pod initiative to provide staff with dedicated wellness and reflection space that supports psychological safety, inclusion and employee well-being.

» Supported the successful launch of the City’s inclusive staff recognition initiatives and awards programs, helping celebrate employee contributions and foster a culture where staff feel valued, appreciated and connected to the organization.

Looking ahead: 2026 and beyond

Building on 2025’s progress, the City will continue to strengthen its commitment to equity, diversity, inclusion, accessibility and belonging by:

» Expanding the Peace Pod initiative to provide additional wellness and reflection spaces that support employee well-being and psychological safety across the organization;

» Advancing accessibility initiatives by enhancing inclusive workplace practices, removing barriers and improving access to programs, services, communications and facilities;

» Expanding learning and development opportunities through targeted training, workshops, leadership development programs and educational resources that build inclusive competencies across all levels of the organization;

» Strengthening recruitment, retention and advancement practices to support equitable opportunities for employees from equity-deserving groups; and

» Fostering a culture of belonging where every employee, contractor and community partner feels valued, respected and empowered to contribute their unique perspectives and talents.

The City remains dedicated to creating a fair, accessible and inclusive workplace that reflects the diversity of the community we serve and provides every individual with opportunities to contribute, grow and succeed.

Conclusion: Commitment to Equity

The 2025 results provide a clear picture of where the City is making measurable progress and where sustained attention is still required. Women's mean hourly pay improved to 92 cents for every dollar earned by men, special pay outcomes moved substantially closer to parity, and representation increased in the upper-middle pay quartile.

At the same time, the report shows that overall differences are shaped primarily by where employees are represented across occupations, employment statuses and opportunities for overtime—not by different rates of pay for comparable work. This distinction directs attention beyond compensation structures to the workforce pathways that influence access to higher-paid, technical, operational and leadership roles.

The City will use these findings to sharpen its focus: monitoring outcomes over time, examining barriers to participation and advancement, and strengthening recruitment, development and career pathways in areas where representation remains uneven. Continued reporting will provide an important measure of whether these efforts are translating into broader access to opportunity and more balanced outcomes.

Pay transparency is therefore more than an annual reporting requirement—it is a practical tool for accountability and informed action. By turning evidence into focused workforce decisions, the City can build on the gains achieved in 2025 and continue advancing a workplace in which opportunity, recognition and growth are accessible to all employees.