



PALADIN SECURITY GROUP LTD.

Pay Transparency Report

Paladin's vision is simple: to make the world a safer & friendlier place.

At Paladin Security, we define ourselves by our commitment to going above and beyond in the security sector, providing a range of security services, industry-leading training, unparalleled customer service and an amazing team to make that happen.

The Paladin Difference starts with our people. We are an incredibly diverse organization and believe diversity, equity, inclusion, and belonging are vital to maintaining a successful workplace. We believe in our promotion-from-within philosophy, respecting individual differences, delivering high-quality service, and recognizing employees for a job well done.

With over 1,360 female-identified employees out of more than 5,700 in British Columbia, we are committed to building a diverse and skilled workforce that reflects the communities where we live and work. We actively strive to create opportunities for qualified individuals from designated groups to secure meaningful employment with us.

What is Paladin Security doing to reduce the pay gap?

The security industry has traditionally been seen as a male-dominated field, and our workforce data reflects this longstanding trend. Men currently make up over 65% of our employees in B.C., leading to an ongoing gender imbalance. However, our latest report reveals an interesting shift: despite this prevailing dynamic, women in our organization are being paid slightly more than their male counterparts. While women and gender-diverse individuals are still underrepresented, this finding suggests progress in closing the gender pay gap. We remain committed to improving our hiring and retention practices to further increase representation and ensure equity across the board.

Some of the key initiatives we have implemented include:

- **Diversity Learning Programs:** We offer a variety of courses on topics such as Diversity Awareness, Diversity Awareness for HR Managers, Workplace Respect, Indigenous Awareness, Neurodiversity, Mental Health Awareness, and Jewish Cultural Awareness.
- **Paladin Awards:** We give out an annual Women in Security Scholarship to support women pursuing careers in this field.
- **Inclusive Training:** Leadership training is available to all managers and supervisors looking to advance their skills and knowledge.
- **Indigenous Partnerships:** We have built meaningful partnerships with Indigenous communities across British Columbia, including the Squamish First Nation, Nak'azdli Whut'en First Nation, Tsal'alh First Nation, and Kitsumkalum First Nation.
- **Diversity, Equity, Inclusion, and Belonging Committee:** Paladin's committee comprises a diverse range of ages, cultures, races, sexual orientations, gender identities, and gender expressions. While we are proud of our diversity, we recognize there is an opportunity to learn from our team members who are part of the Paladin Family.
- **Being registered under the Federal Contractors Program:** We have committed to implementing an effective employment equity program while ensuring members of the four designated groups under the Employment Equity Act (women, Aboriginal peoples, persons with disabilities, and visible minorities) are appropriately represented in our workforce.
- **The Difference Makers:** Our podcast, *The Difference Makers*, highlights the diverse experiences and contributions of our employees.

Employer details

| | |
|-----------------------------|--|
| Employer: | PALADIN SECURITY GROUP LTD. |
| Address: | BOX 55, SUITE 800 1090 WEST GEORGIA STREET, VANCOUVER, BC |
| Reporting Year: | 2024 |
| Time Period: | January 1, 2023 - December 31, 2023 |
| NAICS Code: | 56 - Administrative and support, waste management and remediation services |
| Number of Employees: | 1000 or more |



Hourly pay

Mean hourly pay gap¹

| | |
|--------|-----------------------------|
| \$1.00 | Men |
| \$1.03 | Women |
| \$0.96 | Non-binary |
| \$0.97 | Prefer not to say / Unknown |

In this organization women's average hourly wages are 3% more than men's and non-binary people's average hourly wages are 4% less than men's. For every dollar men earn in average hourly wages, women earn \$1.03 and non-binary people earn 96 cents in average hourly wages.

Median hourly pay gap²

| | |
|--------|-----------------------------|
| \$1.00 | Men |
| \$1.00 | Women |
| \$1.01 | Non-binary |
| \$1.04 | Prefer not to say / Unknown |

In this organization women's median hourly wages are 0% less than men's and non-binary people's median hourly wages are 1% more than men's. For every dollar men earn in median hourly wages, women earn \$1.00 and non-binary people earn \$1.01 in median hourly wages.

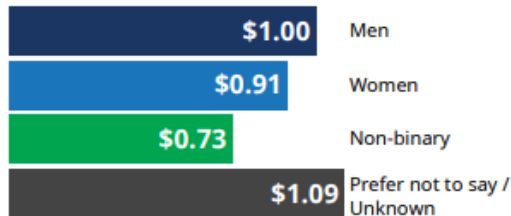
Explanatory notes

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.



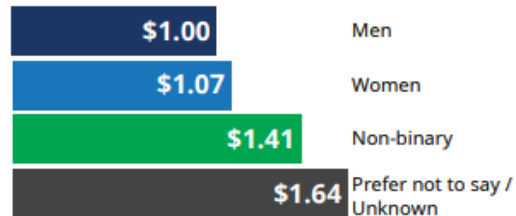
Overtime pay

Mean overtime pay³



In this organization women's average overtime pay is 9% less than men's and non-binary people's average overtime pay is 27% less than men's. For every dollar men earn in average overtime pay, women earn 91 cents and non-binary people earn 73 cents in average overtime pay.

Median overtime pay⁴



In this organization women's median overtime pay is 7% more than men's and non-binary people's median overtime pay is 41% more than men's. For every dollar men earn in median overtime pay, women earn \$1.07 and non-binary people earn \$1.41 in median overtime pay.

Mean overtime paid hours⁵

Difference as compared to reference group (Men)

| | |
|-----------------------------|-----|
| Women | -9 |
| Non-binary | -25 |
| Prefer not to say / Unknown | 10 |

In this organization the average number of overtime hours worked by women was 9 less than by men and the average number of overtime hours worked by non-binary people was 25 less than by men.

Median overtime paid hours⁶

Difference as compared to reference group (Men)

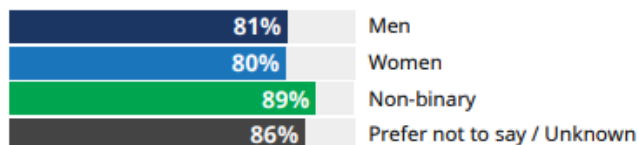
| | |
|-----------------------------|----|
| Women | 3 |
| Non-binary | 14 |
| Prefer not to say / Unknown | 28 |

In this organization the median number of overtime hours worked by women was 3 more than by men and the median number of overtime hours worked by non-binary people was 14 more than by men.

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.

Percentage of employees in each gender category receiving overtime pay





Bonus pay

Mean bonus pay⁷



In this organization women's average bonus pay is 35% less than men's. For every dollar men earn in average bonus pay, women earn 65 cents in average bonus pay. *

Median bonus pay⁸



In this organization women's median bonus pay is 46% less than men's. For every dollar men earn in median bonus pay, women earn 54 cents in median bonus pay. *

Percentage of employees in each gender category receiving bonus pay



Explanatory notes

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.



Percentage of each gender in each pay quartile ⁹

Upper hourly pay quartile (highest paid) †



Upper middle hourly pay quartile †



Lower middle hourly pay quartile †



Lowest hourly pay quartile (lowest paid) †



■ Men
■ Women
■ Prefer not to say / Unknown

In this organization, women occupy 25% of the highest paid jobs and 28% of the lowest paid jobs.

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

Explanatory notes

9. "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 has been excluded due to insufficient numbers to meet disclosure requirements.