



McElhanney



Platinum
member

2025 British Columbia Pay Transparency Report

Prepared by: McElhanney Ltd.

November 2025

Employer Details

Employer:	McElhanney Ltd.
Address:	200-858 Beatty Street, Vancouver, BC, V6B 1C1
Reporting Year:	2025
Time Period:	April 1, 2024 - March 31, 2025
NAICS Code:	54 - Professional, scientific and technical services
Number of Employees:	1000 or more

Introduction

British Columbia (BC) legislation now requires employers to publish annual Pay Transparency Reports outlining mean and median hourly pay, overtime, and bonus pay by gender. The gender pay gap remains a concern across most sectors in BC. Data shows that, on average, women in BC earn 15% less than men, with the largest gaps found in the professional, scientific, and technical services sector – the very sector in which McElhanney operates. However, the required reporting format does not account for important differentiators such as job type, experience, or seniority.

We have supplemented this report with additional context to tell the complete story of pay at McElhanney. In our historically male-dominated industry, the gender pay gap is influenced by the distribution of men and women across different roles and levels. Men currently hold a higher proportion of senior technical and leadership positions, while women are more represented in early and mid-career roles, impacting overall average pay figures. As more women advance into senior positions, we expect this gap to narrow.

At McElhanney, we recognize pay gaps are unacceptable, and we're encouraged by the progress we're making to close them. Our efforts are focused on supporting women's career advancement, expanding pathways into leadership, and increasing the number of women in our workforce. These actions will continue to shift the demographics within our industry and strengthen our progress toward pay equity.

We're committed to fostering a pay and reward framework that reflects equity, inclusion, and opportunity at every level. These principles guide how we operate today and will continue to shape our approach as we grow and integrate new businesses into McElhanney.

Finally, we remain dedicated to advancing equity, transparency, and representation across all levels of our organization. We encourage open and respectful dialogue about pay – because these numbers represent only one part of our ongoing commitment to building a more equitable workplace for all.

Who We Are

As the oldest employee-owned engineering and geomatics firm in Canada, McElhanney has followed in the trailblazing footsteps of our founder, W.G. McElhanney, for over 115 years. Founded in Vancouver, BC, we've grown to 31 offices and over 1,500 employees across Western Canada. As we grow, we remain dedicated to our communities, providing services that enrich the cities and towns where we live and work. We believe that delivering successful projects starts with a deep understanding of our clients' needs and developing solutions that directly support their objectives. We treat our clients' challenges as our own, ensuring every project receives a customized approach.

When we're doing amazing work, such as improving traffic flows and making the roadways safer for users of all abilities, working alongside environmental agencies to improve wildlife habitats, or using deep learning to improve and refine our processes and technologies, we're constantly looking for ways to build a world for future generations.

Historically, men have occupied more roles than women in the Architecture, Engineering, and Construction (AEC) industry. As part of the 30 by 30 initiative, [Engineers Canada](#) has tracked the number of newly licensed female-identifying engineers in Canada. In 2023, they report that 15.4 per cent of their total national membership was female-identifying (Engineers Canada, "2024 National Membership Information"). McElhanney is working to change this by aiming for 30 per cent of STEM positions to be held by women by 2030. Currently, women occupy 30 per cent of all roles at McElhanney, including business support and administrative roles, reflecting the broader industry gender gap. **Figure 1** on the next page, showcases McElhanney's gender representation in career groupings: Entry Level, Early Career Professional, Mid-Career / Intermediate Professional, and Senior Professional.

We **CARE**; about each other, our clients, and our communities.

We are proud to support our employees and communities through the services we provide, our scholarship program, and McElhanney Cares – our in-house social responsibility program.

We are driven by our **GRIT**, passion, and perseverance.

Whether we're in the field in northern BC, on site on the Trans-Canada Highway in the Albertan Rockies, or surveying in downtown Victoria, we take on our clients' challenges like they're our own.

Our Values

We rally behind **SAFETY** and **RESPECT** for all.

We all play a critical role in keeping our teammates safe. We think safe, work safe, so we can get home safe. We all contribute to a diverse workplace, where all perspectives and opinions are sought out and valued.

We **OWN IT**.

"Own it" describes the McElhanney way. It's a commitment we make to ourselves, and to each other. It means if the solutions are not clear, we dig deeper. If people aren't uniting, we bring them together.

About McElhanney's Pay Practices

Here at McElhanney, we believe in and champion equitable, transparent pay practices. We pride ourselves on having a competitive total compensation package that considers one's wages, extended health benefits, RRSP matching, performance bonus plan, paid overtime, and non-financial benefits like a flexible hybrid working environment, a culture of innovation and growth, and the opportunity to work on career-defining projects. Senior professional and leadership staff are eligible for shareholding investment opportunities in our employee-owned firm. Our compensation structure allows us to attract new hires and retain top talent.

McElhanney uses the Korn Ferry Hay system to evaluate jobs across the organization. This structured method of job evaluation, used across North America and Europe, produces a Hay Point score based on know how, problem solving, and accountability. Mid-point salaries are calculated using Hay Survey data and is adjusted annually for cost of living and market competitiveness. . Part of our annual performance review process includes reviewing salaries to make certain that our employee wages are not only commensurate with experience but also reflects market fluctuations to exceed living wage standards in their communities.

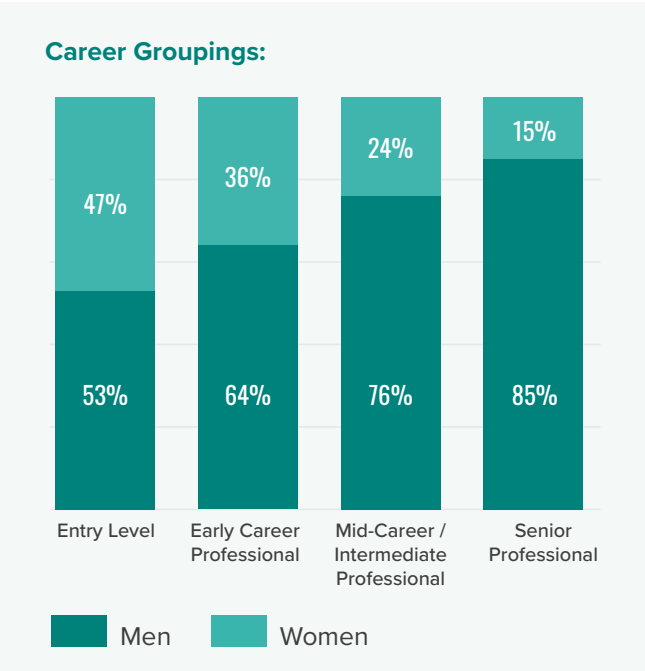


Figure 1. Gender makeup per career groupings at McElhanney.

What is McElhanney Doing to Address Inequity in the Workplace

McElhanney is committed to employment equity and diversity in our hiring and promotion practices and to promoting and maintaining a safe, healthy, and productive work environment in which all people are treated with dignity and respect. Such a work environment depends upon the mutual respect, understanding, and co-operation of all employees.

Our executive leadership team champions this work, leading with courage and transparency. Specifically:

- We are a Certified Employer under the Federal Contractors Program and make every effort to achieve a workforce representative of the Canadian market.
- We provide technical, leadership, diversity, and cultural education, including our recent Indigenous Cultural Awareness and Be More than a Bystander learnings, designed to foster a culture of understanding, respect, and safety.
- We empower, support, and recognize students and professionals of all backgrounds in Science, Technology, Engineering, and Math (STEM) with four scholarships offered through our **M-POWER Scholarship Program**.
- We developed the **Reconciliation Action Program (RAP)** a framework for McElhanney to support reconciliation, and it outlines formal commitments to advancing reconciliation as well as strengthening relationships between Indigenous and non-Indigenous peoples.
- We offer **internships** to students in our communities, providing mentorship and valuable work experience.



Hourly Pay

Hourly Pay Notes

Under BC's Pay Transparency legislation, organizations are required to report on average pay between gender groups.

The legislation looks at average pay across the organization's British Columbian employees as a whole, meaning pay for all positions is included in one calculation, from administrative staff through to senior leadership.

In the Architecture, Engineering, and Construction (AEC) industry, the workforce has historically been male-dominated, and our organization reflects this trend. **Currently, approximately 70 per cent of McElhanney staff are men and 30 per cent are women.** A large portion of our senior technical and

management roles are held by men. This reflects both the industry-wide talent pool and the availability of women in specialized roles.

The legislation calculates a single average across all employees regardless of position or level – meaning the results are influenced by the distribution of men and women across all roles. At McElhanney, men make up a higher proportion of our senior technical and leadership positions, as seen in Figure 1. Women are more represented in early and mid-career roles, resulting in the overall average pay appearing lower for women.

We are committed to building greater gender representation across all levels of the organization and actively working to attract, retain, and promote women in technical and leadership positions.

Mean hourly pay gap ¹



In this organization women's average hourly wages are 15% less than men's. For every dollar men earn in average hourly wages, women earn 85 cents in average hourly wages. *

Median hourly pay gap ²



In this organization women's median hourly wages are 15% less than men's. For every dollar men earn in median hourly wages, women earn 85 cents 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

Overtime Pay Notes

In the AEC industry, overtime is closely tied to client and project needs, meaning certain types of work generate significantly more overtime than others.

In our firm, the majority of overtime hours occur in field-based roles, such as construction supervision, pipeline geomatics, and surveying. These areas often require long hours on-site and are predominantly staffed by men. As a result, overtime earnings reported under the Pay Transparency Act tend to be higher among male employees.

The legislation also reports only on overtime that has been paid out within the 12-month reporting period. Employees in our organization can choose to bank their overtime to use as time off or have it paid out later. In practice, employees in seasonal or project-heavy roles (such as construction supervision) are more likely to have their banked overtime paid out during slower seasons to account for a downturn in hours, whereas employees in other professional roles may primarily use banked overtime as time off.

Overtime compensation is structured based on employee classification and their status under employment standards regulations. For instance, employees in technical pay categories may receive time-and-a-half, while those in professional categories, who are excluded from overtime under the regulations, may be compensated at straight time. This means that two employees working the same number of overtime hours may receive different pay outcomes depending on their classification.

As an organization, we deeply value our employees' time and recognize that all hours worked beyond regular schedules represent a meaningful contribution. With the exception of the most senior staff, we compensate overtime for all staff, which is not typical in our industry.

Mean overtime pay ³



In this organization women's average overtime pay is 72% less than men's. For every dollar men earn in average overtime pay, women earn 28 cents in average overtime pay. *

Median overtime pay ⁴



In this organization women's median overtime pay is 72% less than men's. For every dollar men earn in median overtime pay, women earn 28 cents in median overtime pay. *

Mean overtime paid hours ⁵

Difference as compared to reference group (Men)

Women	-155
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In this organization the average number of overtime hours worked by women was 155 less than by men. *

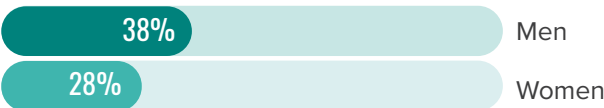
Median overtime paid hours ⁶

Difference as compared to reference group (Men)

Women	-96
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In this organization the median number of overtime hours worked by women was 96 less than by men. *

Percentage of employees in each gender category receiving overtime pay



Explanatory notes

- 3. "Mean overtime pay" refers to overtime pay when averaged for each group.
- 4. "Median overtime pay" refers to the middle point of overtime pay for each group.
- 5. "Mean overtime paid hours" refers to the average number of hours of overtime worked for each group.
- 6. "Median overtime paid hours" refers to the middle point of number of overtime hours worked for each group.



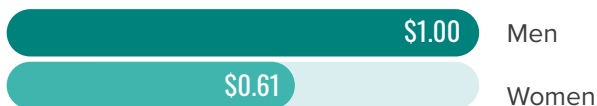
Bonus Pay

Bonus Pay Notes

Our bonus program is based on multiple elements, including overall company financial performance, individual performance, and an employee's level of responsibility within the organization. Senior leaders carry greater accountability and therefore receive higher potential payouts. While our firm's bonus program is structured consistently across the organization, average bonus payouts are higher among male employees as many of our senior leadership roles are currently held by men.

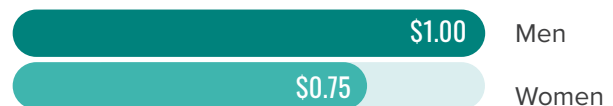
Bonuses are issued after the beginning of each fiscal year, based on performance over the previous fiscal year. For the bonuses issued during this reporting period, McElhanney conducted a thorough internal audit to ensure equity. The audit compared jobs of similar level, scope, and performance ratings across men and women and found no statistically significant differences in payouts. **Discrepancies shown in the pay transparency reporting are driven by workforce demographics and representation at different levels, not by inequities in the design or administration of our bonus program.**

Mean bonus pay ⁷



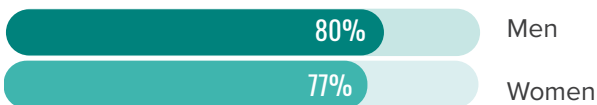
In this organization women's average bonus pay is 39% less than men's. For every dollar men earn in average bonus pay, women earn 61 cents in average bonus pay. *

Median bonus pay ⁸



In this organization women's median bonus pay is 25% less than men's. For every dollar men earn in median bonus pay, women earn 75 cents in median bonus pay. *

Percentage of employees in each gender category receiving 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.



Percentage of Each Gender in Each Pay Quartile ⁹

Percentage of Each Gender in Each Pay Quartile Notes

The Pay Transparency report results reflect the distribution of men and women across different parts of our organization. **Like the broader AEC industry, senior technical and leadership roles are more frequently held by men, while our support services teams, such as branch administrative services, Finance, HR, Marketing, Communications, and Legal, are more heavily represented by women.** These support teams are largely based in BC at our head

office. McElhanney is actively working towards bringing more women into leadership and senior technical roles. We work closely with the internal Women at McElhanney (WAM) committee and executive leadership team to identify opportunities and actions to grow more women into these roles.

This distribution of roles contributes to the overall averages. Since pay transparency reporting combines all roles into a single calculation, differences in representation across job families, levels, and geographies are not reflected in the reported outcomes.

Upper hourly pay quartile (highest paid) [†]



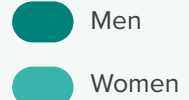
Upper middle hourly pay quartile [†]



Lower middle hourly pay quartile [†]



Lowest hourly pay quartile (lowest paid) [†]



In this organization, women occupy 15% of the highest paid jobs and 46% of the lowest paid jobs.

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

Data constraints

This is a draft report as of September 12, 2025

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.

Conclusion

McElhanney remains steadfast in our commitment to equitable and transparent pay practices. We are committed to achieving the 30 by 30 goal of having 30 per cent of our STEM roles filled by women by 2030, and to fostering an environment where women can grow as leaders and senior technical professionals. We believe that fair compensation is not just about meeting market standards but also about fostering an inclusive and respectful work environment. By continuously evaluating and adjusting our pay structures, we ensure that all employees are rewarded fairly for their contributions, regardless of their role or background. Our dedication to transparency and equity in pay reflects our core values and our ongoing efforts to build a diverse and thriving workplace.

