McElhanney

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2026 British Columbia Pay Transparency Report

Progress, context and our path forward

Prepared by:
McElhanney Ltd. | October 2026

Employer Details

Employer:	McElhanney Ltd.
Address:	200-858 Beatty Street, Vancouver, BC, V6B 1C1
Reporting Year:	2026
Time Period:	April 1, 2025 - March 31, 2026
NAICS Code:	54 - Professional, scientific and technical services
Number of Employees:	1000 or more

Introduction

This report helps to clearly share McElhanney's practices, dive deeper to know where progress was made, and identify where more work is needed. By reporting consistently each year, we can measure change over time and strengthen accountability for creating more equitable pay and career opportunities across our firm.

Equity matters because everyone should have the opportunity to build a successful and rewarding career. Creating equitable workplaces also helps unlock the full potential of our people, supporting better ideas, stronger collaboration, and better outcomes for the communities we serve. At McElhanney, we are committed to creating an environment where women can thrive and see a future for themselves at every level of the organization. Achieving pay parity is closely connected to representation, career progression, and access to opportunities. That is why we continue to focus on supporting the attraction, development, advancement, and retention of women in technical, professional, and leadership roles.

McElhanney is committed to building a workplace where equitable pay, opportunity, and inclusion are embedded in how we grow our business. We support industry efforts to increase the representation of women in engineering and technical professions and are focused on creating meaningful pathways for women to thrive in Science, Technology, Engineering, and Mathematics (STEM) careers, advance into leadership roles, and build lasting technical expertise.

A clearer view of our progress

This year, we have intentionally simplified our report. The required measures remain important, but they do not explain differences in role, level, experience or the distribution of employees across the organization. Our focus is on what changed, what the numbers tell us, and the work that will continue.

Our progress at a glance

The 2026 results show a generally positive picture. Median hourly pay, overtime pay, overtime hours, bonus participation and representation in the highest pay quartile improved. Mean hourly pay was unchanged, and the median bonus ratio decreased. We have not reached parity, but the results help clarify where progress is happening and where continued focus is needed.

Women's earnings for every $1 men earn

Measure	2025	2026	Change
Mean hourly pay	$0.85 per $1	$0.85 per $1	**No change**
Median hourly pay	$0.85 per $1	$0.87 per $1	**+$0.02**
Mean overtime pay	$0.28 per $1	$0.37 per $1	**+$0.09**
Median overtime pay	$0.28 per $1	$0.44 per $1	**+$0.16**
Mean overtime hours gap	155 fewer overtime hours than men	121 fewer overtime hours than men	**34-hour improvement**
Median overtime hours gap	96 fewer overtime hours than men	58 fewer overtime hours then men	**38-hour improvement**
Bonus participation	80% / 77%	80% / 80%	**Parity reached**
Mean bonus pay	$0.61 per $1	$0.65 per $1	**+$0.04**
Median bonus pay	$0.75 per $1	$0.70 per $1	**-$0.05**
Women in highest quartile	15%	18%	**+3 points**
Women in lowest quartile	46%	44%	**-2 points**

Note: A reduction in women's representation in the lowest pay quartile is an improvement because fewer women are concentrated in the lowest-paid group.

Additionally, we conducted an internal analysis including BC and Alberta which shows that the pay gap is heavily influenced by the distribution of men and women across different levels in the organization. When we look at the data by career group:



Note: The above analysis uses data that includes all BC and Alberta employees except specific term and student pay categories and semi-retired employees working minimal hours with distorting base rates.

Our analysis shows that pay differences are influenced in part by the distribution of employees across different levels of the organization. In many career groups, pay is closer to than parity than the pay transparency reporting requirements would suggest. While pay is generally comparable for employees performing work of similar value, women remain underrepresented in some senior roles.

To address this, we continue to focus on equitable hiring and development practices, leadership development, succession planning, and creating opportunities for women to build long-term careers and advance into leadership positions at McElhanney.

What we have done

- Used structured job evaluation and market data to support consistent decisions about role value and pay.
- Reviewed bonus outcomes across comparable job levels, scope, and performance ratings to test for differences in administration.
- Continued technical, leadership, diversity and cultural learning, including Indigenous Cultural Awareness and Be More Than a Bystander.
- Supported pathways into STEM through scholarships, internships and early-career opportunities.
- Worked with McElhanney's Women at McElhanney (WAM) committee and executive leadership to identify opportunities to grow women into senior technical and leadership roles.

Practical next steps we are taking

- Strengthen pay governance through clearer salary structures, decision guidelines, and regular equity review points.
- Monitor hiring, promotion, pay movement, and bonus outcomes by gender and job level so emerging gaps can be addressed earlier.
- Increase the visibility of career paths into senior technical and leadership work, including the experiences and opportunities required to advance.
- Examine overtime opportunity, participation, banking, and payout practices to better understand the remaining gap.
- Continue building the pipeline and retention of women in STEM roles, with sustained attention to progression into higher-paid levels.
- Report on progress annually, using a consistent set of measures so that movement toward parity is clear and accountable.

Moving from transparency to action

We know that reporting on the gender pay gap is not enough. We need to understand where the gaps are and take concrete steps to address them. We continue to analyze salary and bonus decisions to ensure women and men are being paid equitably for comparable work, and we are currently reviewing our pay structure. We also know that a big part of the overall gap comes from having fewer women in senior technical and leadership roles. That is something we are addressing by creating clearer career paths, supporting women to grow and advance their careers at McElhanney, and continuing to build the pipeline of women entering STEM through scholarships, internships, and early-career opportunities.

How to read the pay transparency reporting results

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

The legislation looks at average pay across all the organization's British Columbian employees, meaning pay for all positions is included in one calculation, from administrative staff through to senior leadership, and the results are influenced by the distribution of men and women across all roles.

In the Architecture, Engineering, and Construction (AEC) industry, women have historically been underrepresented in the workforce, and our organization reflects this trend. Currently, approximately 68% of McElhanney staff identify as men and 32% identify as 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. Women are more represented in early and mid-career roles, resulting in the overall average pay appearing lower for women.

What the results tell us

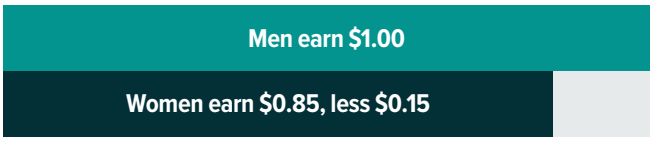
Hourly pay

Women's average hourly pay remained at 85 cents for every dollar earned by men. The median measure increased from 85 cents to 87 cents. This represents progress in the median result, while the mean hourly pay gap remains unchanged at 15%.

Bonus pay

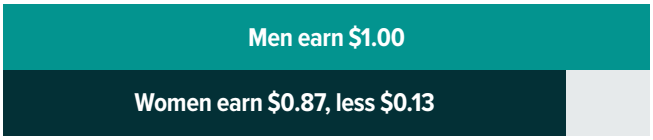
Bonus participation reached parity, with 80% of both men and women receiving bonus pay. The mean bonus ratio increased from $0.61 to $0.65, while the median ratio decreased from $0.75 to $0.70. The remaining difference continues to be influenced by the concentration of men in senior leadership and other roles with greater bonus opportunity.

Mean hourly pay gap[1]



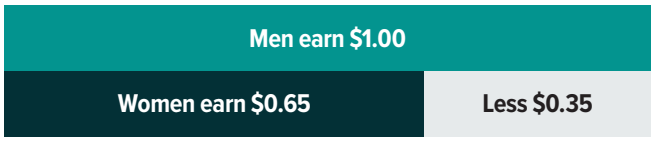
In this organization women's average hourly wages are 15% less than men's. For every dollar men earn in average hourly wages, women earn 85 cents in average hourly wages.*

Median hourly pay gap[2]



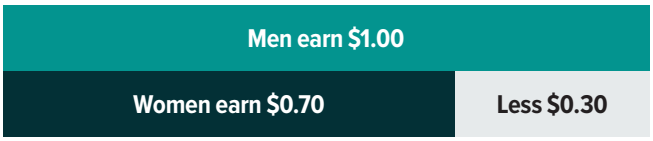
In this organization women's median hourly wages are 15% less than men's. For every dollar men earn in median hourly wages, women earn 85 cents in median hourly wages.*

Mean bonus pay[3]



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 pay[4]



In this organization women's median bonus pay is 30% less than men's. For every dollar men earn in median bonus pay, women earn 70 cents in median bonus pay.*

Explanatory notes

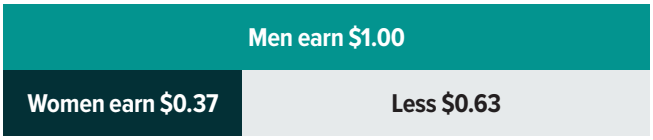
1. **Mean hourly pay gap** refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
2. **Median hourly pay gap** refers to the differences in pay between gender groups calculated by the mid range of pay for each group. Hourly pay does not include bonuses and overtime.
3. **Mean bonus pay** refers to bonus pay when averaged for each group.
4. **Median bonus pay** refers to the middle point of bonus pay for each group.

Overtime pay

At McElhanney, overtime is influenced by the type of work performed. Field-based and project-driven roles can generate more overtime, and these roles have a higher representation of men. Employees may also bank overtime, or have it paid out, which affects what appears in a single reporting period. These factors provide context, but the size of the remaining gap means we should continue to monitor overtime opportunity, hours and payout patterns.

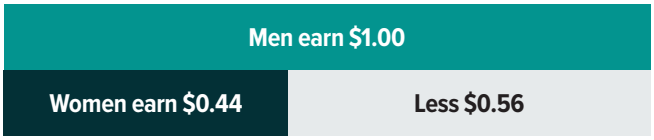
Overtime pay outcomes improved. Women's mean overtime pay rose from 28 cents to 37 cents per dollar earned by men, and the median rose from 28 cents to 44 cents. The gaps in mean and median paid overtime hours narrowed to 121 and 58 fewer hours, respectively. However, 36% of men received overtime pay compared with 20% of women, reflecting the higher percentage of men working in field-based roles.

Mean overtime pay[5]



In this organization women's average overtime pay is 63% less than men's. For every dollar men earn in average overtime pay, women earn 37 cents in average overtime pay.*

Median overtime pay[6]



In this organization women's median overtime pay is 56% less than men's. For every dollar men earn in median overtime pay, women earn 244 cents in median overtime pay.*

Mean overtime paid hours[7]

Difference as compared to reference group (Men)

Women	**-121**

In this organization the average number of overtime hours worked by women was 121 less than by men.*

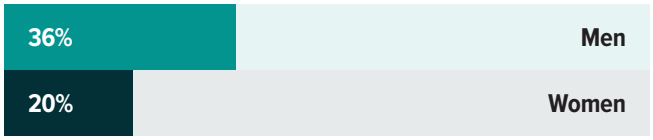
Median overtime paid hours[8]

Difference as compared to reference group (Men)

Women	**-58**

In this organization the median number of overtime hours worked by women was 58 less than by men.*

Percentage of employees in each gender category receiving overtime pay



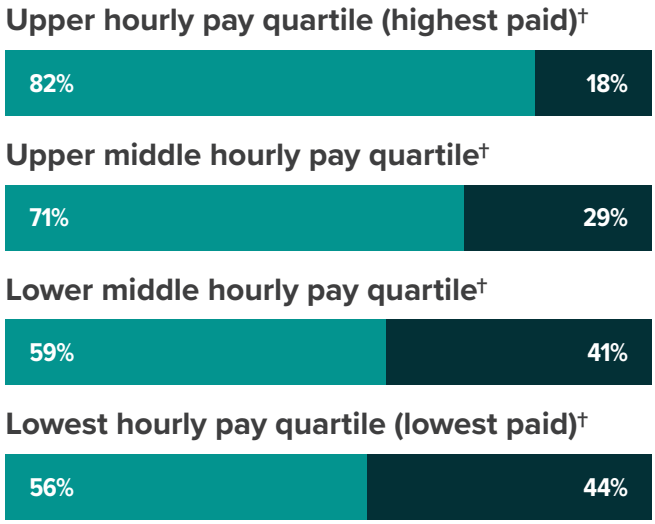
Explanatory notes

5. **Mean overtime pay** refers to overtime pay when averaged for each group.
6. **Median overtime pay** refers to the middle point of overtime pay for each group.
7. **Mean overtime paid hours** refers to the average number of hours of overtime worked for each group.
8. **Median overtime paid hours** refers to the middle point of number of overtime hours worked for each group.

Representation remains the long-term lever

Women now hold 18% of positions in the highest hourly pay quartile, compared with 15% last year. Representation remained at 29% in the upper-middle quartile. Women's representation declined from 43% to 41% in the lower-middle quartile and from 46% to 44% in the lowest quartile. Together, these movements indicate a modest upward shift, while also showing that women remain underrepresented in the highest-paid roles.

Percentage of Each Gender in Each Pay Quartile[9]



In this organization, women occupy 18% of the highest paid jobs and 44% of the lowest paid jobs.

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

Why representation matters

Organization-level pay measures will not reach parity through pay administration alone. Progress also depends on increasing women's representation in senior technical, professional, and leadership roles, while maintaining equitable pay for comparable work at every level.

Data constraints

This is a draft report as of October 23, 2026.

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.*

Our commitment

The 2026 results show progress, but not parity. We are encouraged that median hourly pay improved, bonus participation remained equal, overtime outcomes improved and women's representation increased in the highest paid quartile. Mean hourly pay was unchanged, and the median bonus ratio declined. Meaningful gaps remain, particularly in representation at senior levels and in overtime pay and participation.

We are committed to continually improving both the systems that shape pay decisions and the opportunities that shape careers. We will continue to review our practices, monitor outcomes and focus on the conditions that allow more women to enter, stay, and advance in technical, professional, and leadership roles. Our goal is to sustain progress toward parity, supported by transparent reporting and clear accountability.

Looking ahead

We will measure progress not only by whether the organization-level gap narrows, but also by whether comparable work is paid equitably, women are advancing into higher-paid roles and access to career-building opportunities is becoming more balanced.

Privacy note

In accordance with the Pay Transparency Act and reporting rules designed to protect anonymity and privacy, one or more gender categories may be excluded where there are insufficient numbers to meet disclosure requirements. A pay quartile may also be reduced to suppress categories with fewer than ten employees.