



80 YEARS

Pay Transparency Report
2025

Norland Limited

Pay Transparency Report

About Norland

Norland is an integrated construction group serving Western and Northern Canada, bringing together self-performing expertise across civil construction, deep foundations, drilling and blasting, demolition, excavation and shoring, industrial installations and maintenance, and specialized rigging and moving. We deliver complex infrastructure and industrial projects as both a prime contractor and specialized subcontractor, with proven experience across traditional and alternative delivery models.

Our teams operate in the infrastructure, commercial, industrial, and residential sectors, supporting clients from early site preparation through to full project delivery. Since 1945, NorLand has built a reputation for safely executing work to the highest standards of quality, environmental stewardship, and schedule performance.

About Norland's Team

Norland employs nearly 1,000 hardworking people across Canada and is proud to contribute to the communities where we live, work, and play. We are committed to fostering inclusive, supportive, and safe workplaces, where compensation reflects skills, experience, and performance—regardless of gender.

Women represent approximately 9–14% of the heavy civil construction workforce nationally, and our own gender representation aligns with this industry range. While men and women at Norland receive equal pay for the same roles with comparable education, skills, and experience, women remain underrepresented across the sector, including in many higher-paying positions. This underrepresentation contributes to the broader average pay differences observed between genders.

Approximately 70% of Norland's workforce is unionized, with wages and overtime determined through collective agreements. For non-union roles, Norland conducts annual compensation reviews and maintains a strong focus on equity in hiring, development, and advancement. We also support organizations that encourage greater participation of women in the construction industry. Across the company, we continue to strengthen our recruitment, promotion, and compensation processes to reduce representation gaps over time and ensure equitable opportunities for all employees.

The following report was prepared through the B. C. Government Pay Transparency Reporting Tool, as required under the Pay Transparency

NOR LAND LIMITED

Pay transparency report

For more than 80 years, people have been at the heart of Norland's story. We're committed to creating a workplace where everyone feels respected, supported, and able to succeed.

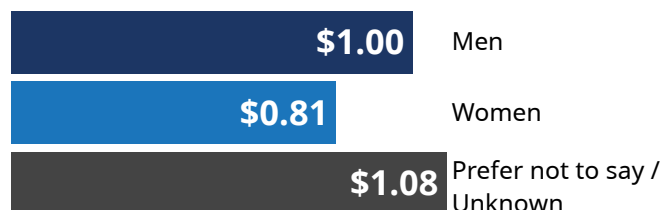
Employer details

Employer:	NORLAND LIMITED
Address:	8648 Commerce Court, Burnaby, BC
Reporting Year:	2025
Time Period:	January 1, 2025 - December 31, 2025
NAICS Code:	23 - Construction
Number of Employees:	1000 or more



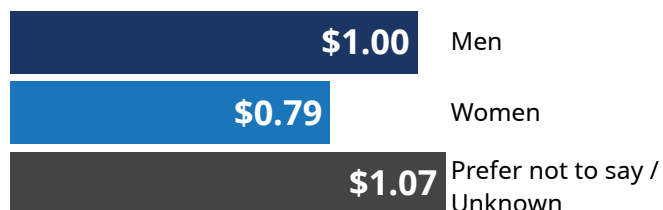
Hourly pay

Mean hourly pay gap¹



In this organization women's average hourly wages are 19% less than men's. For every dollar men earn in average hourly wages, women earn 81 cents in average hourly wages. *

Median hourly pay gap²



In this organization women's median hourly wages are 21% less than men's. For every dollar men earn in median hourly wages, women earn 79 cents in median hourly wages. *

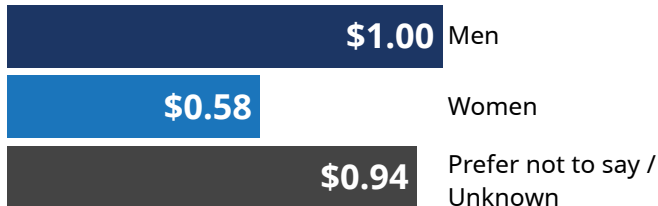
Explanatory notes

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.



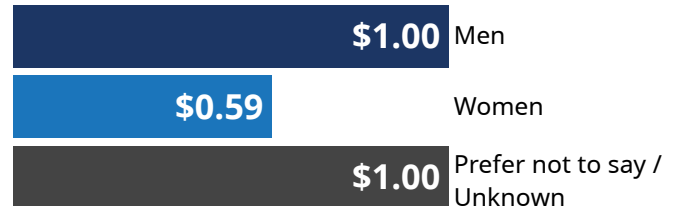
Overtime pay

Mean overtime pay³



In this organization women's average overtime pay is 42% less than men's. For every dollar men earn in average overtime pay, women earn 58 cents in average overtime pay. *

Median overtime pay⁴



In this organization women's median overtime pay is 41% less than men's. For every dollar men earn in median overtime pay, women earn 59 cents in median overtime pay. *

Mean overtime paid hours⁵

Difference as compared to reference group (Men)

Women	-64
Prefer not to say / Unknown	-24

In this organization the average number of overtime hours worked by women was 64 less than by men. *

Median overtime paid hours⁶

Difference as compared to reference group (Men)

Women	-52
Prefer not to say / Unknown	-11

In this organization the median number of overtime hours worked by women was 52 less than by men. *

Percentage of employees in each gender category receiving overtime pay



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.



Bonus pay

Mean bonus pay ⁷



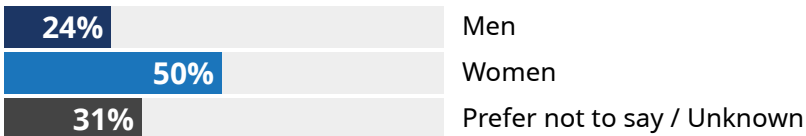
In this organization women's average bonus pay is 48% less than men's. For every dollar men earn in average bonus pay, women earn 52 cents in average bonus pay. *

Median bonus pay ⁸



In this organization women's median bonus pay is 20% less than men's. For every dollar men earn in median bonus pay, women earn 80 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 5% of the highest paid jobs and 22% of the lowest paid jobs.

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

Data constraints

At Norland, 70% of our workforce is unionized, and wages are established and governed consistently for women and men within the same classification under our collective bargaining agreements. According to Buildforce Canada, women currently represent about 13 percent of the province's construction workforce.

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.