

NCH'KAY

2025 British Columbia Pay Transparency Report

Pay Transparency Report

Reporting Year 2026 - prepared by Nch'ḵaý Development Corporation under the British Columbia's Pay Transparency Act.

Introduction

Nch'ḵaý Development Corporation is the economic development corporation of the Skwxwú7mesh Úxwumixw (Squamish Nation), formed in 2018 to grow economic strength that supports Sḵwx̱wú7mesh people across generations. We lead investment and real estate development and operate a portfolio of businesses across Sḵwx̱wú7mesh territory, from marinas and gas bars to forestry and procurement. Sḵwx̱wú7mesh people make up 31.5% of our Team Members, and Indigenous people make up 56%. Fair, transparent pay is part of how we build a workplace where our people grow, lead and stay for the long term. Over half of our Team Members are Indigenous and a third of the Team Members are Sḵwx̱wú7mesh. Fair, transparent pay is part of how we build a workplace where our people grow, lead and stay for the long term.

Nch'ḵaý Development Corporation is committed to pay transparency and supports the objectives of the Pay Transparency Act. This report has been prepared in accordance with the Act and the Pay Transparency Regulation (B.C. Reg. 225/2023) and compares the pay of Team Members by gender category for the reporting period.

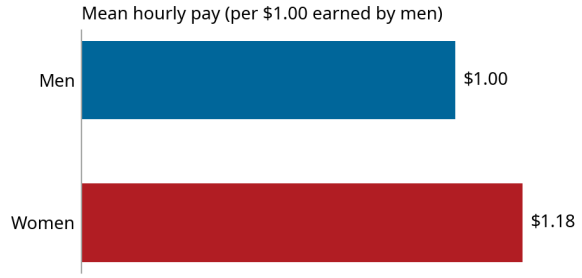
1. Employer details

Item	Detail
Employer	Nch'ḵaý Development Corporation
Address	#210 - 731 Main St. West Vancouver, BC V7T 0A5
Reporting Year	2026
Time Period	January 1, 2025 - December 31, 2025 (calendar year)
NAICS Code	55 – Management of companies and enterprises
Number of Team Members	50 - 299 (as of January 1, 2026)

1.1 Gender categories reported

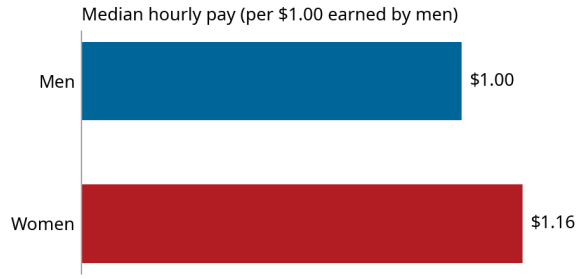
The Pay Transparency Regulation sets out four gender categories: men, women, non-binary and unknown (including Team Members who preferred not to say). Under section 3 (3) of the Regulation, results must not be reported for any gender category with fewer than 10 Team Members. In the reporting period, 94 Team Members were recorded in the category men and 79 in the category women. No Team Members were recorded in the non-binary or unknown categories, so no results are shown for those categories. Men are the reference category for all comparisons.

2. Hourly pay



Mean hourly pay gap (1)

In this organisation, women's average hourly wages are 18% more than men's. For every dollar men earn in average hourly wages, women earn $1.18 in average hourly wages.



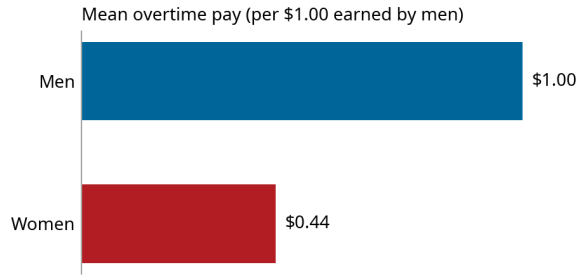
Median hourly pay gap (2)

In this organisation, women's median hourly wages are 16% more than men's. For every dollar men earn in median hourly wages, women earn $1.16 in median hourly wages.

(1) "Mean hourly pay gap" refers to the difference in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.

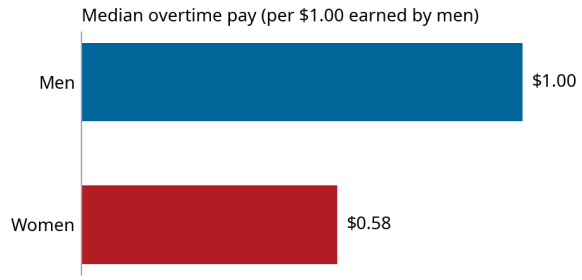
(2) "Median hourly pay gap" refers to the difference in pay between gender groups calculated by the mid range of pay for each group. Hourly pay does not include bonuses and overtime.

3. Overtime pay



Mean overtime pay (3)

In this organisation, women's average overtime pay is 56% less than men's. For every dollar men earn in average overtime pay, women earn 44 cents in average overtime pay.



Median overtime pay (4)

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

Difference compared to reference group (Men)	Hours
Women	-22

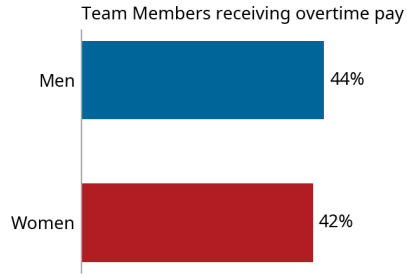
Mean overtime paid hours (5)

In this organisation, the average number of overtime hours worked by women was 22 fewer than by men.

Difference compared to reference group (Men)	Hours
Women	-6

Median overtime paid hours (6)

In this organisation, the median number of overtime hours worked by women was 6 fewer than by men.



Percentage of Team Members in each gender category receiving overtime pay

44% of men and 42% of women received overtime pay during the reporting period.

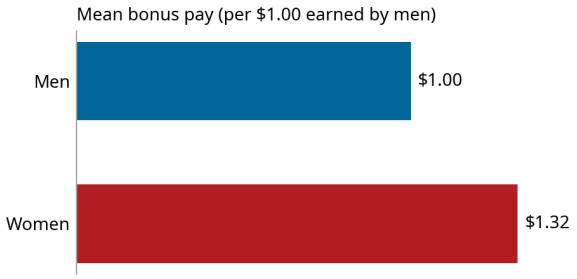
(3) "Mean overtime pay" refers to overtime pay when averaged for each group.

(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.

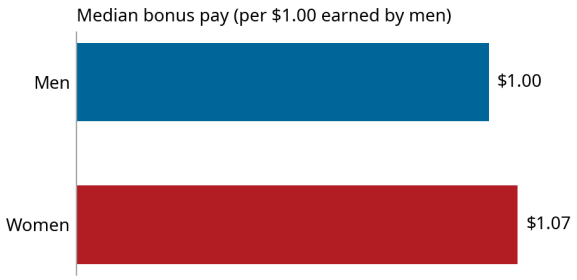
(6) "Median overtime paid hours" refers to the middle point of the number of overtime hours worked for each group. Overtime measures include only Team Members who received overtime pay.

4. Bonus pay



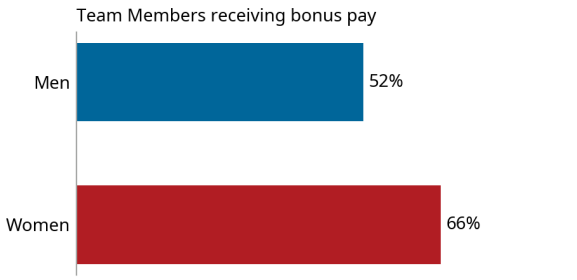
Mean bonus pay (7)

In this organisation, women's average bonus pay is 32% more than men's. For every dollar men earn in average bonus pay, women earn $1.32 in average bonus pay.



Median bonus pay (8)

In this organisation, women's median bonus pay is 7% more than men's. For every dollar men earn in median bonus pay, women earn $1.07 in median bonus pay.



Percentage of Team Members in each gender category receiving bonus pay

52% of men and 66% of women received bonus pay during the reporting period.

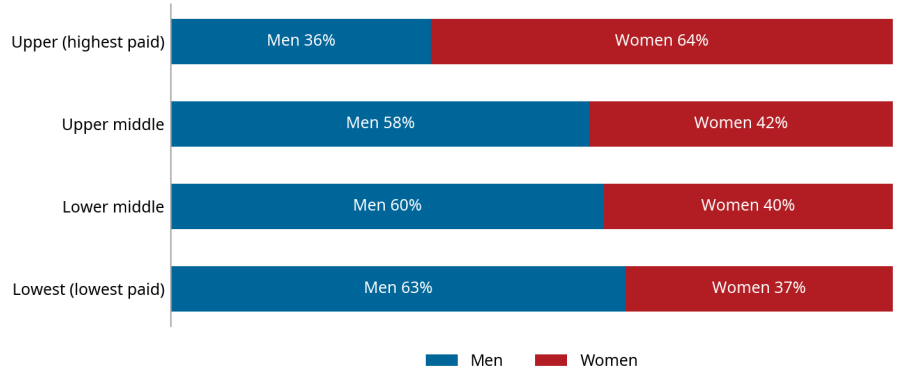
(7) "Mean bonus pay" refers to bonus pay when averaged for each group.

(8) "Median bonus pay" refers to the middle point of bonus pay for each group. Bonus measures include only Team Members who received bonus pay.

5. Pay quartiles

In this organisation, women occupy 64% of the highest paid jobs and 37% of the lowest paid jobs. Men occupy 36% of the highest paid jobs and 63% of the lowest paid jobs.

Percentage of each gender in each hourly pay quartile (9)



Hourly pay quartile	Men	Women
Upper (highest paid)	36%	64%
Upper middle	58%	42%
Lower middle	60%	40%
Lowest (lowest paid)	63%	37%

In this organisation, women occupy 64% of the highest paid jobs and 37% of the lowest paid jobs. Men occupy 36% of the highest paid jobs and 63% of the lowest paid jobs.

(9) "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay. Team Members were ranked from lowest to highest hourly rate of pay and divided into four segments of 43, 43, 43 and 44.