2026 Pay Transparency Report

Reporting the pay gap between women and men in the province of British Columbia (BC).



Avalon Mechanical

November 2026

Our principles

At Avalon Mechanical, we believe that a fair and inclusive workplace is one where people are respected, valued, and provided with meaningful opportunities to grow and succeed. We recognize that achieving workplace equity is an ongoing process that requires openness, reflection, and a willingness to continually evaluate our practices.

As part of our commitment to transparency and accountability, we are sharing our 2026 Pay Transparency Report in accordance with British Columbia's Pay Transparency Act. This report provides insight into gender-based pay differences within our organization during our 2026 fiscal year.

We understand that compensation can be influenced by a range of factors, including experience, responsibilities, and the distribution of employees across different roles. At the same time, we recognize that these factors do not exist independently of larger systemic barriers that have historically shaped opportunities and representation within the engineering community.

We believe that meaningful progress begins with understanding where we are today. By sharing this information, we aim to foster greater awareness, encourage accountability, and support our ongoing commitment to a workplace where fairness and opportunity are at the center of how we do business.



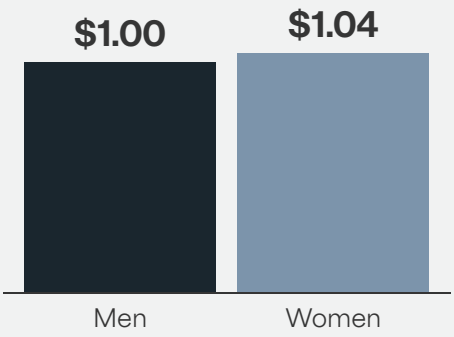
2026 Pay Transparency Report

Employer Details

Employer:	Avalon Mechanical Consultants Ltd.
Address:	200 - 1245 Esquimalt Rd, Victoria, BC V9A 3P2
Reporting Period:	August 1, 2025 - July 31, 2026
NAICS Code:	54- Professional, Scientific and Technical Services
Number of Employees:	50 or more

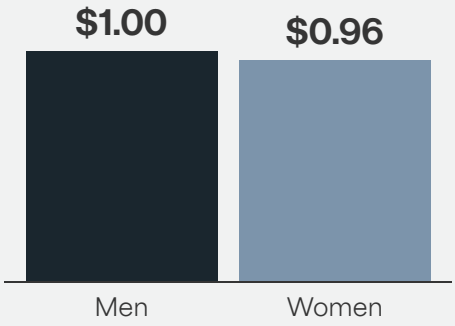
Hourly Pay Excluding Leadership

Mean hourly pay gap



For every dollar men earn in average hourly wages, women earn $1.04 in average hourly wages.

Median hourly pay gap

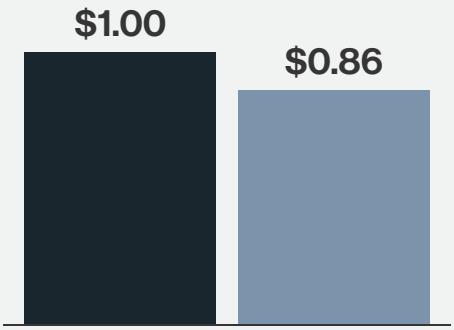


For every dollar men earn in median hourly wages, women earn 96 cents in median hourly wages.

The figures above do not include bonus or overtime pay.
They include all staff, excluding leadership.

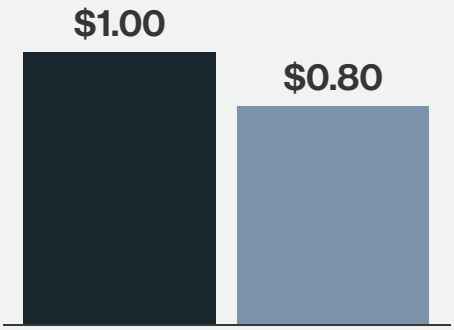
Bonus Pay

Mean bonus pay gap



For every dollar men earn in average bonus pay, women earn 86 cents in average bonus pay.

Median bonus pay gap



For every dollar men earn in median bonus pay, women earn 80 cents in median bonus pay.

The figures above include all staff, excluding leadership.

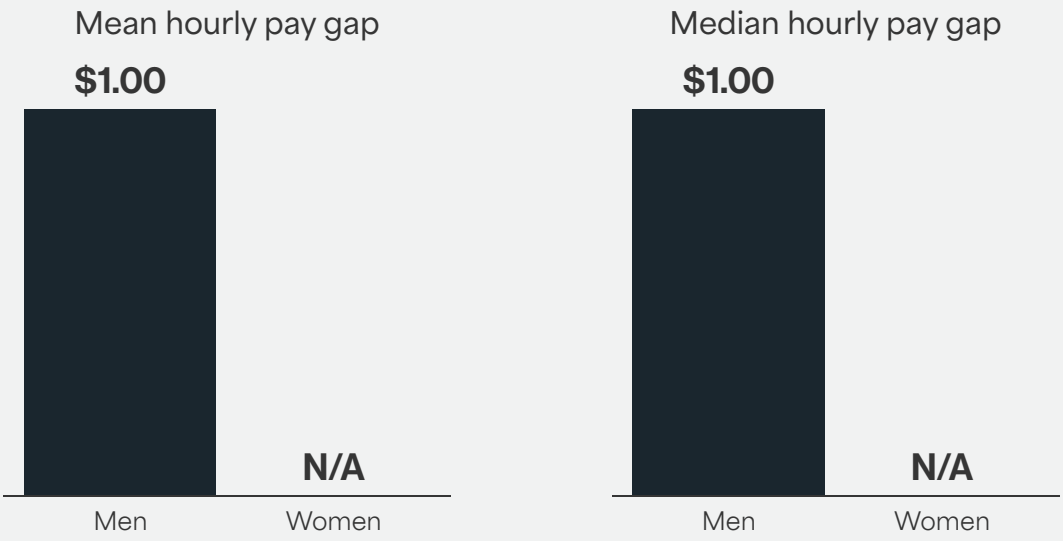
Percentage of employees in each gender category receiving bonus pay



In this organization, 100% of men and 100% of women received bonus pay.

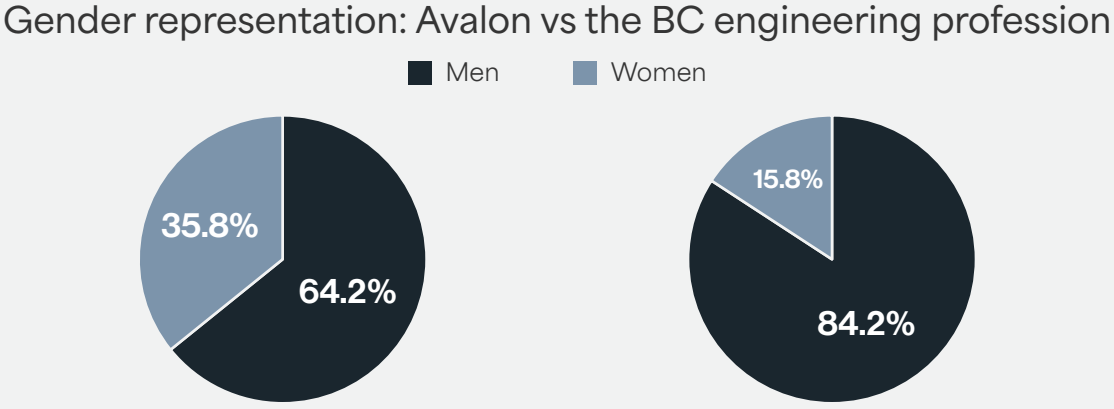
The figures above include all staff, excluding leadership.

Leadership Hourly Pay



The figures above include leadership employees only.

Gender Representation Comparision: Avalon vs Industry Average



Avalon Mechanical Consultants
43 men, 24 women

BC engineering profession
Registered members

Women make up 35.8% of Avalon's staff, more than twice the 15.8% share across the BC engineering profession.

Industry figures: Engineers Canada 2024 National Membership Report (2023 data). Avalon figures include all staff.

Our Results at a Glance

The information presented in this report provides a snapshot of gender representation and compensation at Avalon Mechanical. While these figures offer valuable insight, we recognize that pay transparency data is only one part of understanding equity within an organization.

Hourly Pay

Among non-leadership employees, the average hourly compensation for women is slightly higher than that of men, while the median hourly compensation is slightly lower. These differences highlight the importance of considering multiple measures when evaluating compensation. Average and median figures provide different perspectives, and neither measure alone captures the full range of employee roles, experience, responsibilities, or individual circumstances.

Bonus Compensation

Our results indicate differences in average and median bonus compensation between men and women, with women receiving lower amounts under both measures.

While all employees included in the report received bonus compensation, equal participation does not necessarily mean equal outcomes. These results provide an opportunity to reflect on how compensation decisions are made and how differences may arise across our organization despite Avalon's best intentions.

Gender Representation

Women represent 35.8% of Avalon's workforce, compared with the 15.8% representation reported across the British Columbia engineering profession in the industry data referenced in this report.

While we recognize this as an encouraging indicator of representation within our organization, we also understand that diversity is about more than numbers. Meaningful inclusion requires an environment where individuals have equitable access to opportunities, professional development, advancement, and recognition.

Understanding the Limitations

We recognize that the figures presented in this report do not capture every aspect of workplace equity. Avalon currently lacks representation of diverse genders in our senior leadership roles, and this does not yet reflect the culture of inclusion, diversity and equity we strive to achieve.

Our efforts to bring more women into the firm are working. Women now make up 35.8% of our staff, more than twice the 15.8% share across the BC engineering profession. Because many of these team members have joined Avalon in recent years, there has not yet been time for that growth to carry through to leadership, which is typically built over years of experience. We expect this to change in the near term, and we are committed to creating leadership pathways that are open to all staff, including those who have historically been underrepresented.

Looking Ahead

The information shared in this report provides an opportunity to better understand our organization, recognize areas of improvement, and reflect on where further action may be required. Avalon Mechanical believes that transparency is most meaningful when it is accompanied by a genuine action and willingness to improve.

As we look ahead, we remain mindful of the broader challenges surrounding gender representation, compensation, and access to opportunity within the engineering industry. We recognize that these challenges are complex and that meaningful progress requires continued awareness and thoughtful decision-making.

