BC Pay Transparency Report

Employer	ALAYA CARE INC.
Address	4200 Boulevard Saint-Laurent, Suite 800, Montréal, QC
Reporting Year	2026
Time Period	January 1, 2025 to December 31, 2025
NAICS Code	54 — Professional, scientific and technical services
Number of Employees	50 to 299

At AlayaCare, we are committed to providing every team member with equal opportunity to do the best work of their career. Transparency is one of our seven core values — and that includes how we talk about pay.



Total Rewards at AlayaCare

AlayaCare takes a holistic approach to compensation in order to attract and retain talent that reflects the diverse communities we serve. We make sure every AlayaCarian is valued and motivated to do the best work of their careers by providing a comprehensive total rewards package — base pay, equity through restricted stock units, comprehensive health coverage, flexible vacation, parental leave top-ups, wellness initiatives, and continued investment in learning and career development.

Our Pay Transparency Philosphy

At AlayaCare, we are committed to designing pay practices that are fair and equitable across our global team.

"Be Transparent" is one of our seven core values. We believe that the more data and context our team has — including about pay — the better the decisions we can make together. That is why we connect performance, role, and impact directly to compensation, and why we share our methodology openly with every AlayaCarian.

Pay equity is a continuous practice, not a one-time exercise. It is built into how we set ranges, how we hire, how we promote, and how we listen.



Our Pay Transparency Programs

We work to go beyond local legislative requirements. Across our global team, we have invested in several initiatives that put our philosophy into practice.

Salary ranges in every job posting. AlayaCare publishes the expected pay range for every public job posting in British Columbia, so candidates know what to expect before they apply.

Annual pay equity reviews. Pay equity is reviewed as part of our company-wide compensation review cycle. We benchmark every role against external market data and identify and correct any pay differences that cannot be explained by role, level, performance, or location — not gender.

Equity at every milestone. We assess pay equity at the time of hire, during promotions, and during annual compensation cycles, so the standard remains consistent at every stage of an AlayaCarian's career.

Inclusive hiring practices. We use structured interviews, calibrated scorecards, and diverse interview panels, and we are continuing to invest in pipeline diversity for engineering, product, and senior leadership roles.

BC Pay Transparency Act

The Pay Transparency Act requires employers located in British Columbia to complete and post a pay transparency report by November 1 of each year. The report is intended to provide detail on the gender pay gap for employees in BC.

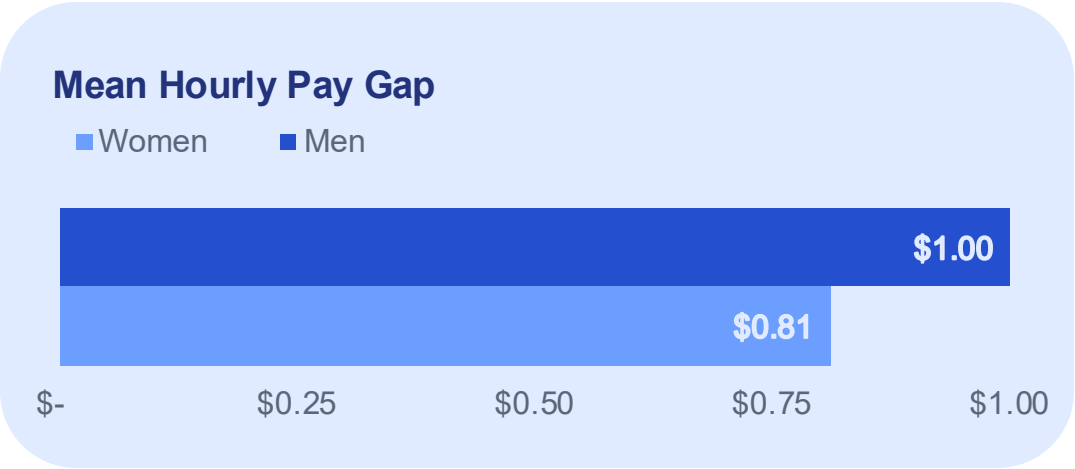
The methodology used to calculate pay gaps is set by the BC Government to ensure companies report data consistently. It illustrates the unadjusted pay gap between genders. This methodology calculates the average pay gap between men and women, and does not account for factors such as employee performance, type of role, or skillsets required.

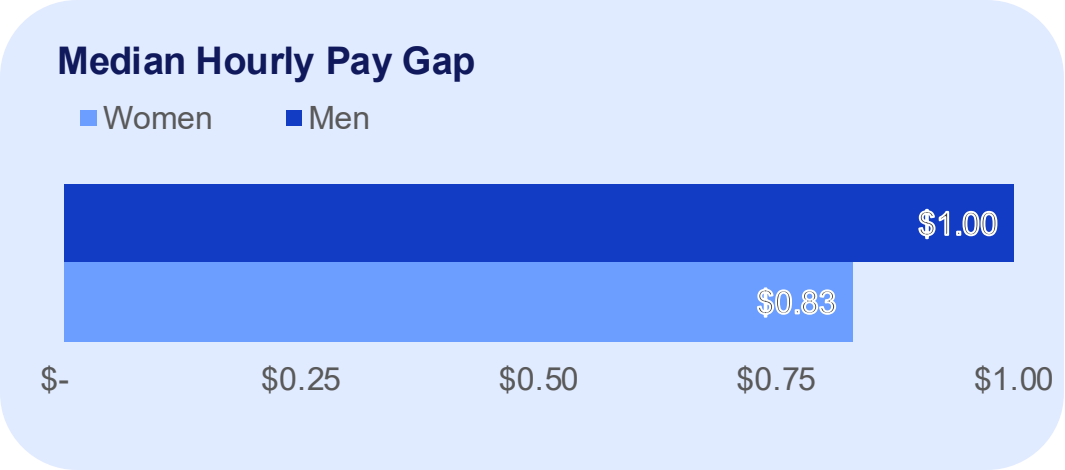
Gender data in this report reflects information that individuals have voluntarily self-disclosed. We acknowledge that gender exists on a spectrum; the gender categories included here are based on classifications required by the BC government. Due to minimum reporting thresholds set by the Act to protect individual privacy, gender categories with fewer than 10 employees are excluded from this analysis.

This report covers AlayaCare's BC-based workforce from January 1 to December 31, 2025, and includes hourly pay, overtime, bonus pay, and pay quartiles.

Mean is the average, calculated by adding all the numbers together and dividing by the count.

Median is the middle point in a set of numbers when arranged in ascending order.





BC Employees: Hourly Pay

AlayaCare has a small but growing workforce in British Columbia, and as part of British Columbia's 2026 Pay Transparency Act requirements for employers with 50 or more employees in BC, AlayaCare is now within scope for annual pay transparency reporting. Our salary ranges are an integral part of our commitment to pay equity: we create ranges by conducting job evaluations and matcing jobs to levels, and refresh them regularly using external market data.

Our analysis of hourly pay shows an unadjusted gender pay gap of **$0.19 (19%)** in mean hourly earnings, indicating women earn 81 cents for every dollar earned by men. For median hourly pay, the unadjusted gap is **$0.17 (17%)**, or 83 cents for every dollar.

This gap is larger than we want it to be, and we want to be honest about why. With a BC team this size, the gap is heavily influenced by role mix — a small number of senior or specialized roles can shift the average significantly. It does not reflect unequal pay for equal work; we audit pay within the same role and level on an ongoing basis. Given the size of our BC employee population, the headline numbers may not always fully reflect role-level practices; however, we remain committed to publishing the results either way.

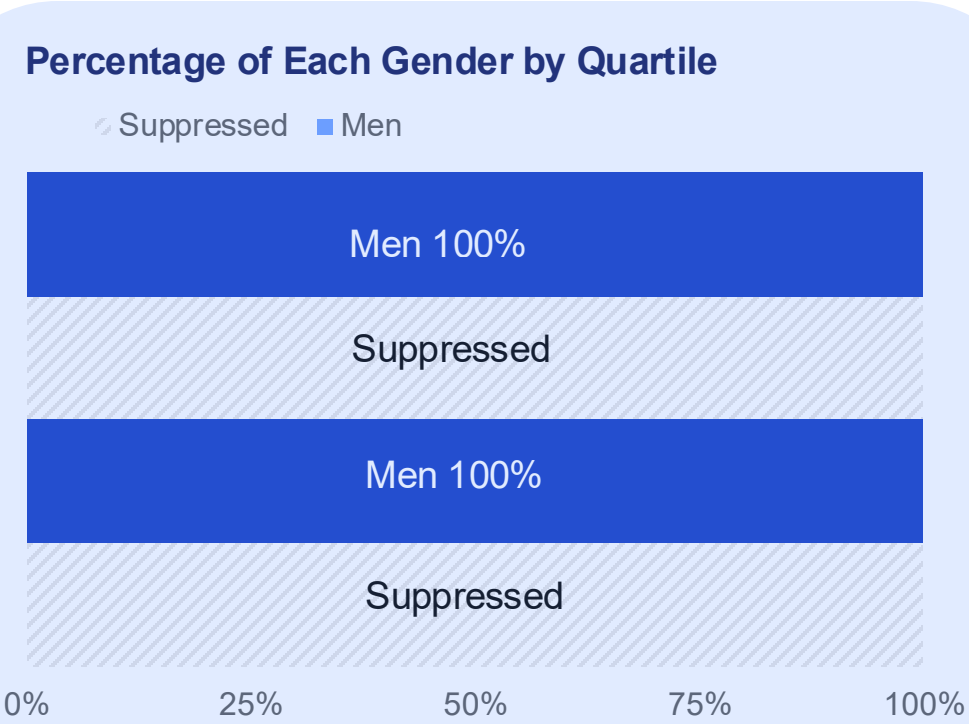
BC Employees: Overtime & Bonus Pay

AlayaCare's compensation philosophy is built around total target compensation, with base salary as the primary lever and variable pay applied selectively — for example, in sales (commission), and at senior leadership levels.

In line with the Act's privacy protections, any measure that would identify individual employees — typically because a category contains fewer than 10 people of a given gender — is suppressed and not displayed. Because our BC team is currently smaller than the threshold for several measures, the figures for the categories listed here are not displayed in this year's report.

As workforce composition may vary over time, additional measures may meet the disclosure threshold in future reporting years.

Overtime & Bonus Measures	
Mean overtime pay	**Median overtime pay**
Insufficient data to disclose	*Insufficient data to disclose*
Mean overtime hours	***Median overtime hours***
Insufficient data to disclose	*Insufficient data to disclose*
Mean bonus pay	**Mean bonus pay**
Insufficient data to disclose	*Insufficient data to disclose*



BC Employees: Percentage of Each Gender in Each Pay Quartile

Pay quartiles divide AlayaCare's BC employees into four equal-sized groups based on hourly pay, from the lowest-paid 25% to the highest-paid 25%. The chart shows the gender mix in each quartile.

Two quartiles are reduced to a single visible category — Men (100%) — because the other gender groups in those quartiles fall below the Pay Transparency Act's minimum threshold of 10 employees and are suppressed for privacy. The remaining two quartiles are fully suppressed for the same reason.

These results reflect the current shape of our BC team rather than an outcome we are content with. Increasing women's representation across all pay quartiles — and especially in the upper quartiles — is one of the explicit goals behind our hiring, promotion, and retention practices described above.