



2025

Pay Transparency Report

E-Comm 9-1-1
October 31, 2025

Employer:	E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED
Address:	2700-700 West Georgia Street, Vancouver, B.C.
Reporting Year:	2025
Time Period:	January 1, 2024 – December 31, 2024
NAICS Code:	91 – Public Administration
Number of Employees:	300 - 999

Purpose & Scope

In 2023, the Government of British Columbia passed the Pay Transparency Act in direct response to the gender pay gap reported in the province. The foundation of this legislation is pay transparency and requires the annual reporting of gender pay gaps by provincially regulated employers. The following report meets E-Comm's reporting requirements as outlined in the Act and shares data from 2024. Across B.C., data shows ongoing opportunities to address pay transparency and equity. Women, women with disabilities, and indigenous women continue to experience a 15% pay gap to men (85 cents for every \$1.00 a man earns). Transgender women continue to experience the broadest pay gap (48%).

At E-Comm, we have been proactive and intentional in our compensation practices, pay transparency policy, employee development and talent acquisition processes to support addressing the systemic and societal factors that impact pay gaps. The gender data used in this report was provided using existing, binary gender information provided for benefits enrollment. As part of preparation, improvements to our Human Capital Management (HCM) system and benefits provider forms provided employees with the ability to confidentially update their gender identity.

In this report, you will see how E-Comm is outperforming both the provincial and national pay gap averages, with a current pay gap of 0.89 – 0.04 better than the provincial average and 0.01 better than the national average. This report will also share more about the ongoing commitments and planned initiatives E-Comm is working on to continue our work towards eliminating the pay gap in B.C.

Context of Pay Gap Reporting:

The B.C. Government's pay transparency report displays pay gaps using both the mean (average) and median (mid-range). In general, mean or average is sensitive to extreme distributions. This is particularly relevant when evaluating pay gaps where there is a high concentration of one group in a specific group of roles. However, it is useful in highlighting the impact a small number of extreme or outside the norm cases can have. Alternatively, the median (mid-range) is less impacted by extremes and is most useful for understanding the typical employee experience and helps to reveal structural inequalities such as underrepresentation in senior level or high paying roles.

Due to this, we have decided to leverage the median in our reporting data throughout this report. The mean is still available in the margins throughout and in E-Comm's published report on the Government of B.C. pay transparency reporting website.

Key Definitions:

- **Mean Hourly Pay Gap:** Refers to the differences in pay between gender groups calculated by average pay and does not include bonuses or overtime.
- **Median Hourly Pay Gap:** Refers to the difference in pay between gender groups calculated by the mid-range of pay for each group and excludes bonuses or overtime.
- **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 the number of overtime hours worked for each group.
- **Mean Bonus Pay:** Refers to bonus pay when averaged for each group.
- **Median Bonus Pay:** Indicates the middle point of bonus pay for each group.
- **Pay Quartile:** Percentage of each gender within four equal sized groups based on hourly pay.

Our Workforce

E-Comm currently employs approximately 841 employees in British Columbia in a broad spectrum of roles and diverse pay steps and ranges to provide emergency communication services to the province. We employ student positions, trades and technical positions, technology and IT positions, administrative, management and professional roles and senior leadership positions.

The majority of our staff are covered by one (1) collective agreement with the CUPE Local 8911 across both our emergency communication centers in Vancouver and Saanich. Our jobs are categorized into career streams, each containing multiple levels which are based on the scope, complexity and influence of the roles. As of December 2024, 64% of E-Comm's employees are women. Within our collective agreement and through compensation equity analysis prior to offer of exempt and leadership roles, all genders are paid comparable rates for doing equal work of equal value.

E-Comm's Approach to Pay Transparency and Pay Equity

As an organization, E-Comm has proactively implemented programs, practices and policies that support ongoing pay equity amongst our staff, and ensure alignment with the Act such as:

- Including expected pay or expected salary range on all recruitment postings.
- Implementing a Pay Transparency Policy and Commitments in 2024.
- Offering regular market-driven compensation and equity reviews.
- Structured approach to evaluating the responsibilities, effort and skills of roles when identifying pay grade or salary range.
- Continued partnership with CUPE 8911 in creating fair and equitable pay grade plans.
- Equitable, accessible and transparent hiring practices.

Through this work, E-Comm is positioned well ahead of the provincial average and ensures we can deliver on our commitment to pay equity for all our staff, in all positions across the organization.

Pay Equity vs Pay Gaps: Equally Important, but Different

The B.C. Pay Transparency Act requires B.C. employers to report on **pay gaps**. Pay equity and pay gap analysis are not the same and understanding their distinction is critical for understanding the data shared.

- **Pay equity** is about compensating employees who have similar job functions with comparably equal pay, regardless of their gender, race, ethnicity or other status. Pay equity analysis between a man and a woman would evaluate their pay, skills, experience, and responsibilities to ensure any pay difference between those employees has a legitimate, non-discriminatory reason.
- **Pay gaps** are a measurement of the average difference in earnings between groups (gender groups for the purpose of the B.C. reporting requirement) across an entire workforce. Pay gaps reflect the representation of groups in higher vs lower paying roles, access to advancement opportunities etc. and are heavily influenced by broader systemic and societal factors.

Our response to pay gaps is through understanding and identifying those systemic barriers, and implementing programs, processes and practices that work to remove, minimize or address those barriers for current and prospective employees.

Furthermore, E-Comm maintains established policies to ensure we can immediately rectify any pay equity issues uncovered between employees performing the same work, regardless of gender.

Our Results

Ordinary Pay

E-Comm has a broad variety of jobs with different pay steps and salary ranges, with most of these positions being within our front-line operations (9-1-1 Operators, Call Takers, and Dispatchers) and administrative. These roles make up 79% of E-Comm's positions and are primarily held by women (69% women and 31% men).

Specialized, technical and management roles which pay at a higher rate, account for 19% of E-Comm's positions—64% of these positions are held by men, compared to 36% by women.

Executive and Senior Leadership positions are the highest paid of all positions and make up 2% of E-Comm's roles. The distribution of gender identities in this group is relatively balanced with 57% men and 43% women.

Given the significantly higher proportion of entry level positions and the higher proportion being held mostly by women, compared to the fewer Executive and Senior Leadership roles, where representation is more balanced, the data shows a difference in overall average pay between gender identities. We are proud of the representation E-Comm has within our employee groups. There is also recognition that we have opportunities to continue to empower, attract and develop women, people of colour, and indigenous employees into senior technical, management and leadership roles.

The Median Hourly Pay Gap is \$0.89 for women for every \$1.00 earned by men. This demonstrates how E-Comm is outperforming the B.C. average of \$0.85 for every \$1.00 earned by men.

The Mean Hourly Pay Gap is \$0.41 for women for every \$1.00 earned by men.

The mean pay gap (0.41) differs from the median pay gap (0.89) because each is calculated differently and reflects different aspects of pay distribution. The **mean pay gap** represents the average difference in pay across all employees, while the **median pay gap** reflects the midpoint of all earnings when men's and women's salaries are arranged from lowest to highest. While E-Comm is required to report on both measures, the B.C. pay transparency report uses the median as the primary measure.

At E-Comm, the variation between these two measures is influenced by our internal workforce composition. A **smaller number of higher-paid male employees in senior leadership roles**, combined with a **larger number of women in front-line operations and administrative positions**, raises the overall average (mean) pay for men and lowers the average for women. These factors together contribute to the difference between the mean and median pay gaps.

Overtime Pay

Many of our positions at E-Comm are eligible for overtime pay, most consistently in the Operations department. As these employees are part of the bargaining unit, overtime practices and rates are calculated in accordance with the Collective Agreement and the B.C. Employment Standards Act.

In 2024, 75% of women employees and 65% of male employees received overtime pay, and on median, women worked eight (8) more overtime hours than men, however on average (mean), women worked few (10 less) hours than men. This demonstrates that while many of E-Comm's women employees worked overtime, a smaller number of women employees work very few hours, which pulls the mean down.

At E-Comm, women account for 78% of our part-time and auxiliary employees who are also eligible for overtime. Given the lower average earnings for part-time and auxiliary employees, any overtime they do work does not have the same impact in closing the pay gap as the overtime hours worked by a regular full-time employee.

The Median Overtime Pay is \$0.91 for women for every \$1.00 earned by men.

The Mean Overtime Pay is \$0.78 women for every \$1.00 earned by men.

The Median Overtime Paid Hours worked by women was 8 more than hours worked by men.

Mean Overtime Paid Hours worked by women is 10 less than hours work by men.

64% of men and 75% of women received overtime pay.

This data reflecting average overtime reflects a common trend across industries that women employees are more likely to be a caregiver for children and/or adults which limits their time availability to work overtime hours on top of their regular hours.

Bonus Pay

E-Comm's compensation structure does not include bonus programs or payments. In rare cases, for exempt employees, we may provide a nominal lump sum payment when an employee is at the top of their salary range. Once the employee's salary falls back within range, regular increases resume where eligible.

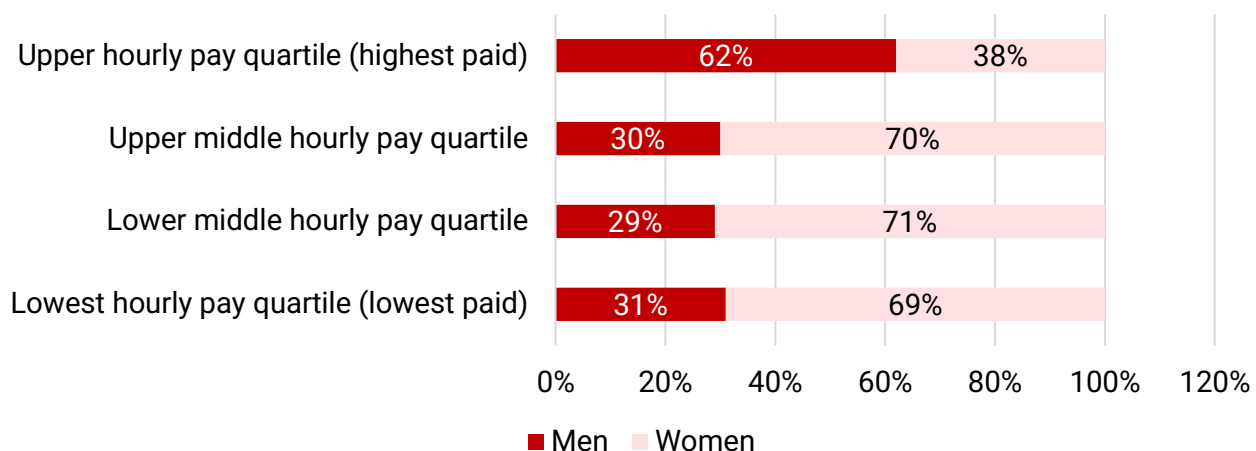
The Median Bonus Pay is \$1.00 for women for every \$1.00 earned by men.

The Mean Bonus Pay is \$0.50 for women for every \$1.00 earned by men.

3% of men and 2% of women received bonus pay.

Percentage of Gender across Pay Quartiles

The percentage of each gender in each pay quartile illustrates a primarily women distribution in the first three quartiles, there is a higher distribution of men than women in the highest paid quartile. This does reflect an opportunity for E-Comm to leverage our internal leadership development and learning programs to empower the development of women employees into specialized and/or technical and leadership roles.



Our Commitment

E-Comm remains deeply committed to fostering our IDEA (Inclusion, Diversity, Equity and Accessibility) programs ensuring fair compensation and supporting employee growth and well-being. While we are proud of the progress we've made, we recognize there's more work to do. With the full support of our Executive Leadership Team and Board of Directors, we are strengthening our efforts to advance pay equity and close the pay gap aligning with the Government of B.C.'s goals.

Over the next twelve months, E-Comm will be working closely with internal and external partners to implement targeted strategies that drive meaningful, measurable progress.

Compensation Philosophy and Program:

1. **Compensation and classification:** Regular reviews of our compensation and classification framework to ensure market alignment, to uphold pay equity principles and to maintain career levels, and to keep exempt positions aligned with unionized roles.
2. **Education:** Delivery of education to support current and prospective employees and leaders in their understanding of how compensation works at E-Comm.

Talent Acquisition:

1. **Interview panel standards:** To reduce unconscious bias, enhance decision making, increase fairness and improve representation, we have adopted interview panel standards to ensure all panels are inclusive and representative of our diverse workforce.
2. **Talent partnerships:** Identity networking, career fair and mentoring partnerships with Women in STEM, Indigenous talent and other gender-diverse professional organizations.

Talent Development:

1. **Women in Leadership Forum:** Establishing a bi-annual Women in Leadership Forum for current and aspiring women leaders to access development resources, mentoring, learning and developmental opportunities and performance development planning tools to support their career progression and growth.
2. **Maturn Partnership:** To support mothers during their maternity/parental leave and in their return to the workforce, we have partnered with Maturn to offer mothers' and women access to Maturn's programs including Maternity Leave Program and Motherhood + Leadership.
3. **Learning & Development:** Explore and incorporate education and learning opportunities to support upward mobility of women employees.
4. **Succession Planning:** Continuous review of our succession planning process and implementation of strategies to ensure high potential employees for future leadership roles are reflective of our diverse workforce.