E-Comm 9-1-1
Helping to Save Lives and Protect Property

2026
Pay Transparency Report

E-Comm 9-1-1
October 30, 2026

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, 2025 – December 31, 2025
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 2025. Across B.C., data shows ongoing opportunities to address pay transparency and equity. Women, women with disabilities, and indigenous women continue to experience a 15-23% pay gap relative to men (77 to 85 cents for every $1.00). Transgender and non-binary people continue to experience the broadest pay gap (32-52%) relative to cisgender men.

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.

In this report, you will see that E-Comm is outperforming both the provincial and national pay gap averages—with women earning $0.90 for every $1.00 earned by men, standing 5 cents ahead provincially and 2 cents ahead nationally.

It is important to distinguish between pay gaps and pay equity. While pay gaps reflect differences in earnings across the workforce, pay equity focuses on ensuring employees receive equal pay for the same or substantially similar work. E-Comm is proud of its ongoing commitment to pay equity through fair and equitable compensation practices, while continuing to address the broader factors that contribute to pay gaps.

Context of Pay Gap Reporting:

The B.C. Government's pay transparency report displays pay gaps using both the mean (average) and median (midpoint). In general, the mean is sensitive to extreme distributions. This is particularly relevant when evaluating pay gaps where there is a high concentration of one category of employees in a specific group of roles. However, the mean is useful in highlighting the impact a small number of outliers can have. Alternatively, the median is less impacted by outliers and is most useful for understanding the typical employee experience. It helps 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 midpoint 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 midpoint 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 midpoint 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 has 841 active 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 students, operations staff, skilled trades and technical roles, IT and technology specialists, administrative support, professional staff, management, and executive leadership.

The majority of our employees 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 tracks, each containing multiple levels which are based on the scope, complexity and influence of the roles. As of December 2025, 61% 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 continues to implement programs, practices and policies that support pay equity and align with the requirements of the Act. In 2025, these included:

- Including expected pay or salary ranges on all recruitment postings.
- Implementing and continuing to apply our Pay Transparency Policy and Commitments established in 2024.
- Conducting regular market-driven compensation and equity reviews to support competitive and equitable pay practices.
- Using a structured approach to evaluating roles, including responsibilities, effort, skills, scope and other relevant factors when determining pay grade or salary bands.
- Continued partnership with CUPE 8911 in the development and maintenance of fair and equitable pay grade plans.
- Maintaining equitable, accessible and transparent hiring practices.
- Modernizing our HR information system (HRIS) and onboarding processes to support more inclusive gender options and improve how employee information is collected and maintained.
- Expanding HRIS self-service capabilities to provide employees with the option to display their preferred pronouns.

Through this work, E-Comm is positioned ahead of the provincial average and ensures we can deliver on our commitment to pay equity for all our staff, in all roles 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 them within our front-line operations (9-1-1 Operators, Emergency Call Takers, and Dispatchers) and administrative support. These roles make up 69% of E-Comm's employees and are primarily held by women (72% women and 28% men).

Specialized, technical and management roles which pay at a higher rate, account for 29% of E-Comm's employees—64% of these roles are held by men, compared to 36% by women.

Executive and Senior Leadership roles are the highest paid and make up 2% of E-Comm's employees. The distribution of gender identities in this group is relatively balanced with 55% men and 45% women.

Given the higher proportion of entry level roles 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

The median hourly pay gap was $0.90 for women for every $1.00 earned by men. This demonstrates how E-Comm outperformed the B.C. average of $0.85 for every $1.00 earned by men.

The mean hourly pay gap was $0.87 for women for every $1.00 earned by men.

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 mean pay gap (0.87) differs from the median pay gap (0.90) 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 employee composition. A smaller number of higher-paid male employees in senior technical roles, combined with a larger number of women in front-line operations, and administrative roles, 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 roles 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 2025, 75% of women and 67% of men received overtime pay. On median, women worked sixteen (16) more overtime hours than men, while the average (mean) was nine (9) more hours.

At E-Comm, women account for 83% of our part-time and auxiliary employees who are also eligible for overtime. Given the lower average earnings for part-time and auxiliary employees, overtime they work does not have the same impact in closing the pay gap as the overtime hours worked by a regular full-time employee.

Median overtime pay was $1.03 for women for every $1.00 earned by men.

Mean overtime pay was $0.94 for women for every $1.00 earned by men.

Median overtime paid hours worked by women was 16 hours higher than men.

Mean overtime paid hours worked by women was 9 hours higher than men.

67% of men and 75% of women received overtime pay.

This average overtime data 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.

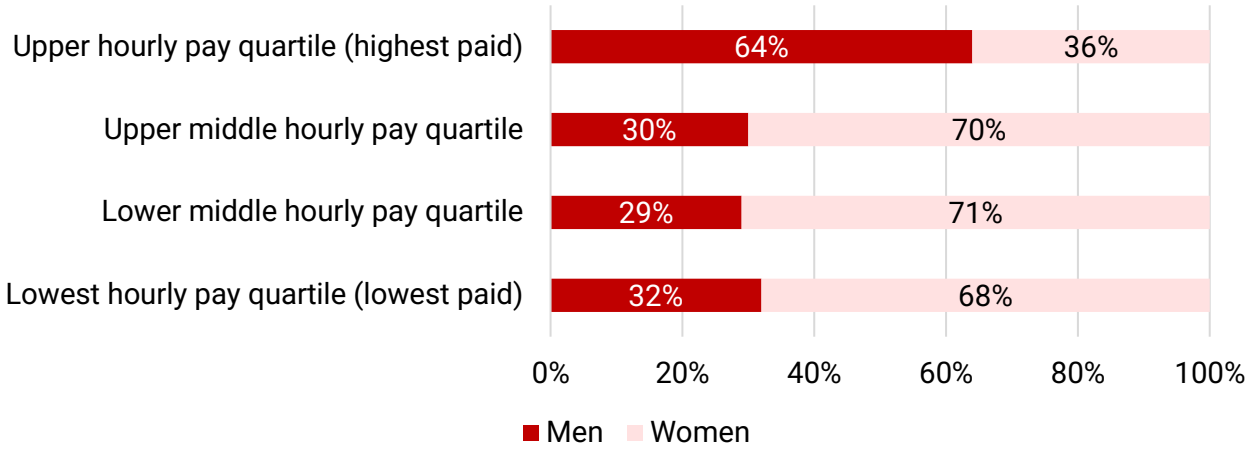
Median bonus pay was $1.00 for women for every $1.00 earned by men.

Mean bonus pay was $0.23 for women for every $1.00 earned by men.

4% of men and 3% of women received bonus pay.

Percentage of Gender across Pay Quartiles

The percentage of each gender in each pay quartile illustrates a higher distribution of women in the first three quartiles, and a higher distribution of men in the highest paid quartile. This reflects 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 is committed to fair and transparent pay practices that advance pay equity, address pay gaps, and support an inclusive and diverse workplace where all employees have the opportunity to thrive. While we are proud of our progress, we recognize there is more work to do to strengthen pay transparency and align with the Government of B.C.'s goals.

With the support of our Executive Leadership Team and Board of Directors, we will work with internal and external partners over the next twelve months to implement targeted strategies that deliver 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 jobs aligned with unionized jobs.

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:** Continue to strengthen consistent and objective interview and selection practices to support equitable decision-making and reduce the potential impact of unconscious bias. Establish practical standards for interview panels, including diverse representation, consistent assessment criteria and structured scoring.

2. **Talent partnerships**: Maintain networking, career fair and mentorship and talent partnerships with organizations and professional communities that support women in STEM, Indigenous, gender-diverse and other underrepresented groups.

Talent Development:

1. **Women in Leadership Community:** Establish a Women in Leadership community that combines formal and informal development opportunities for current and aspiring women leaders. This includes expert speaker panels, peer networking, mentoring opportunities and access to leadership resources, career planning tools, and learning opportunities that support career growth, development, and advancement.

2. **Maturn Partnership:** To support women through key life and career transitions, we partner with Maturn, an organization that delivers programs designed to help employers retain, support, and advance women through fertility, maternity and parental leave, motherhood, and peri/menopause.

3. **Learning & Development:** Intentionally support women's leadership development by seeking strong representation of women in our leadership development cohort program. The program provides aspiring and current women leaders with targeted learning, development and networking opportunities to build leadership capability and support career progression and advancement.

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.