



# Pay Transparency Report

## Employer Details

<b>Employer:</b>	Insurance Corporation of British Columbia (ICBC)
<b>Address:</b>	151 West Esplanade, North Vancouver, BC V7M 3H9
<b>Time Period:</b>	April 1, 2023 to March 31, 2024
<b>NAICS Code:</b>	52 – Finance and insurance
<b>Number of Employees:</b>	1000+

## About ICBC's Workforce

ICBC is a forward-thinking public auto insurer that provides insurance and non-insurance services for all people living in British Columbia. Working closely with our employees, customers, brokers, auto repairers, healthcare professionals and other partners, we are committed to keeping everyone on B.C. roads covered in the event of a crash.

### Developing a talented, diverse, engaged and representative workforce

As well as ICBC's commitment to reflecting the diversity of British Columbia's people and communities, we are committed to promoting diversity, ensuring equity, and enabling conscious inclusion within the corporation. Having transparent pay practices and policies is a key component for creating an equitable workplace.

ICBC's hourly pay gender gap for 2024 was 7%, which is lower than the average pay gap in British Columbia (Ministry of Finance: Pay Transparency Report, June 2024). Like many organizations, men are over-represented in our higher-paying jobs, and women are over-represented in our lower-paying jobs. While many social forces contribute to the gender pay gap in British Columbia, we as an employer have a critical responsibility to continue expanding efforts to create an inclusive, equitable and diverse workplace, where all employees can thrive.

## What is ICBC doing to reduce the pay difference?

### DEI and accessibility

We're making commitments to diversity, equity, inclusion and accessibility to better serve all people living in British Columbia.

In 2023, we launched our first Diversity, Equity and Inclusion Strategic Action Plan. The five-year plan aims to advance an inclusive and representative culture by:

- Building equity, diversity and inclusion into our policies, processes and products. We know that customers benefit when diversity, equity and inclusion are at the foundation of all that we do.
- Developing a talented, diverse, engaged and representative workforce. Diverse and engaged teams are more innovative and are better problem solvers.
- Creating meaningful and sustainable change for all people living in British Columbia. ICBC touches the lives of people living in British Columbia and these commitments can have far-reaching impact.

For more information on ICBC's DEI and accessibility commitments, visit [DEI and Accessibility \(icbc.com\)](https://www.icbc.com)

We are acting to remove barriers and bias that disproportionately affect women and other gender groups in their career and their pay. Examples include:

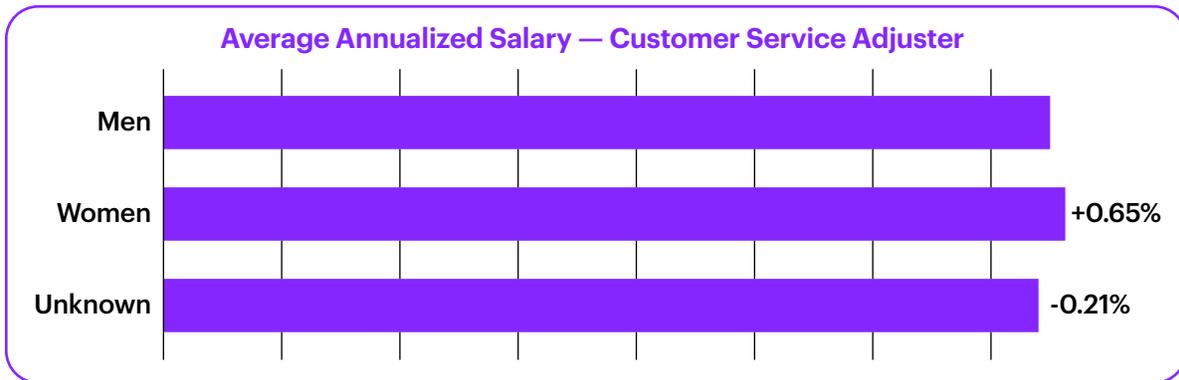
- Periodic pay equity reviews for all jobs to ensure fairness.
- Policy reviews to further eliminate systemic bias in how we set pay levels.
- Changes to performance management programs to enhance consistency, equity and effectiveness.
- Representation of women in our senior leadership team — currently with four women in senior leadership positions.
- Offering of leadership development programs that promote women in leadership and help women expand their leadership roles.
- Development by our Women@Work Employee Resource Group of a self-advocacy program to support all who identify as women and their right to equitable employment, career development, and personal well-being at ICBC.
- Reducing barriers in our hiring processes by introducing inclusive hiring training for leaders.
- Establishing our Information Services Division's Women in Leadership Mentorship Program, participation in UBC Women in Computer Science's sponsorship program, as well as participation in events and career fairs specific to women in data science and information technology jobs.
- Implementation in 2024 of a new human resources system that enables improved data tracking and reporting, to gain a deeper understanding of the makeup and development of our workforce.

At ICBC, we are dedicated to fostering an environment where every employee feels valued, respected and empowered.

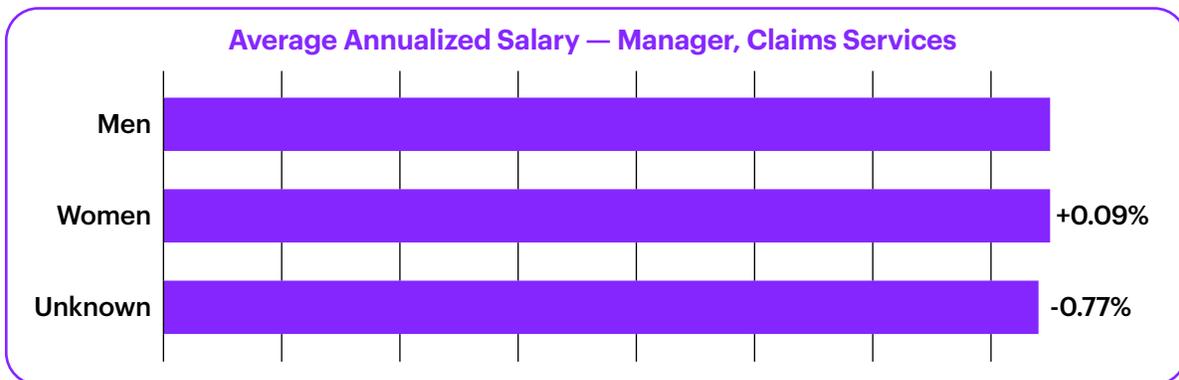
Learn more about our commitment to providing a [diverse and inclusive workplace](#).

## Does ICBC pay fairly?

ICBC pay policies and practices promote and support equitable pay for employees in the same job. This doesn't mean all employees in a job receive the same rate of pay — it means that our policies and procedures prescribe what factors are to be considered in setting pay within the range for that job. For example, we have a high number of Customer Service Adjusters, a bargaining unit job. A breakdown of annualized<sup>1</sup> salary according to gender data shows a gap of less than 1% across gender categories<sup>2</sup>.



Similarly, ICBC has a high number of Managers, Claims Services, which is a management job. A breakdown of annualized salary by gender category returns a gap of less than 1% across gender categories.



By adhering to our documented pay policies and procedures, we reduce bias and create fair and equitable pay practices.

<sup>1</sup> Calculated to reflect a rate based on a full year

<sup>2</sup> Number of data points in other gender categories did not meet threshold to be broken out anonymously.

## Hourly Pay

At ICBC, women, men, and other gender groups are paid in the same pay range for the same job. Within a job's pay range, individual differences in pay are attributable to length of service (union jobs) and to differences in relevant experience, qualifications and performance (non-union).

### Mean hourly pay gap<sup>1</sup>

\$1.00	Men
\$0.93	Women
\$0.93	Non-binary
\$1.00	Prefer not to say / Unknown

At ICBC, women's mean (average) hourly wages are 7% less than men, while non-binary people's mean (average) hourly wages are 7% less than men's. For every dollar a man earns on average, women earn 93 cents on average and non-binary people earn 93 cents on average.

### Median hourly pay gap<sup>2</sup>

\$1.00	Men
\$0.87	Women
\$0.85	Non-binary
\$0.85	Prefer not to say / Unknown

At ICBC, women's median hourly wages are 13% less than men, while non-binary people's median hourly wages are 15% less than men's. For every dollar men earn, women earn 87 cents and non-binary people earn 85 cents in median hourly pay.

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#### Explanatory Notes

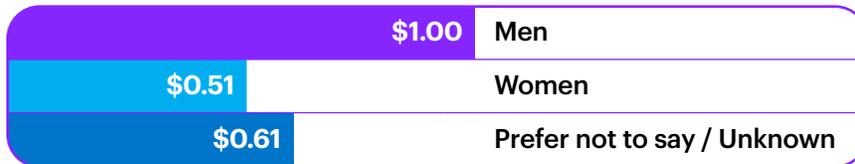
1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
  2. "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the mid-range of pay for each group. Hourly pay does not include bonuses and overtime.
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## Overtime Pay

Average overtime hours vary by division, but average hours worked are highest in all gender categories in areas that where men are over-represented, which leads to men earning more overtime pay on average.

At ICBC, employees who are eligible for overtime pay also have the option to bank all or part of their overtime worked, to be taken as time off. While all employees are more likely to take overtime pay rather than time off, women are somewhat more likely to take time off compared to men.

### Mean overtime pay<sup>3</sup>



At ICBC, women's mean (average) overtime pay is 49% less than men's. For every dollar men earn in average overtime pay, women earn 51 cents in average overtime pay.

### Median overtime pay<sup>4</sup>



At ICBC, women's median overtime pay is 30% less than men's. For every dollar men earn in median overtime pay, women earn 70 cents in median overtime pay.

### Mean Overtime Hours<sup>5</sup> — Difference as Compared to Reference Group (Men)

Women	-17
Prefer not to say / Unknown	-15

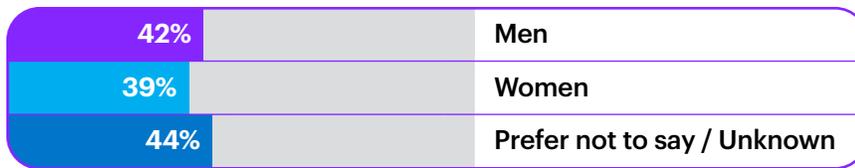
At ICBC, the average number of overtime hours worked (and paid out) by women was 17 less than men.

### Median Overtime Hours<sup>6</sup> — Difference as Compared to Reference Group (Men)

Women	-4
Prefer not to say / Unknown	-2

At ICBC, the median number of overtime hours worked (and paid out) by women was 4 less than men.

## Percentage of employees in each gender category receiving overtime pay



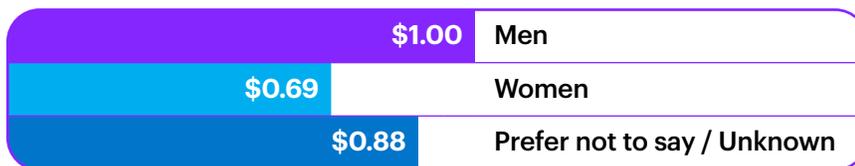
### Explanatory Notes

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 number of overtime hours worked for each group.

## Bonus Pay

ICBC does not pay performance bonuses to any level of staff or management. In this reporting period, unionized employees in certain technology-related jobs were eligible to receive a nominal recruitment incentive to address staffing challenges. Among this group of jobs, women and non-binary people were underrepresented, which results in this bonus being paid to more men than other genders. Additionally, ICBC has introduced a referral bonus program this year, which rewards employees for referring a successful candidate to an open job posting. Referral bonuses were paid to more women than men during this reporting period.

### Mean bonus pay<sup>7</sup>



At ICBC, women's mean (average) bonus pay is 31% less than men's. For every dollar men earn in average bonus pay, women earn 69 cents in average bonus pay.

### Median bonus pay<sup>8</sup>



At ICBC, women's median bonus pay is 60% less than men's. For every dollar men earn in median bonus pay, women earn 40 cents in median bonus pay.

## Percentage of employees in each gender category receiving bonus pay

2%	Men
2%	Women
2%	Prefer not to say / Unknown

### Explanatory Notes

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.

## Percentage of each gender in each pay quartile<sup>9</sup>

Understanding the makeup of our workforce is critical to eliminating barriers and creating an inclusive environment. ICBC recently implemented a new HR information system that changed the way we collect and track employee information. In 2025, we are launching an initiative to enhance our employee data and increase consent to disclose aggregated data for reporting. We expect to see that women are over-represented in the lower pay quartiles, and under-represented in the higher pay quartiles, as is typical in British Columbia. Improved reporting is our next key initiative to support our goals.

### Upper hourly pay quartile (highest paid)



### Lower middle hourly pay quartile



### Lower middle hourly pay quartile



### Lowest hourly pay quartile (lowest paid)



Based on data collected, at ICBC women occupy 28% of the highest paid jobs and 28% of the lowest paid jobs. A significant percentage fall into the "Prefer not to say/unknown" category, notably 64% "Prefer not to say/Unknown" in the lowest hourly pay category. Percentage of non-binary people who occupy the highest and lowest paid jobs are suppressed due to being below the reporting threshold.

### Explanatory Notes

9. "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay.