



Pay Transparency Report

November 1, 2025

At Community Living BC (CLBC), we are proud to be part of British Columbia's Pay Transparency initiative. This report marks a critical step toward accountability and meaningful progress in workplace equity.

As an organization that values equity, diversity and inclusion in our workforce culture and hiring practices—we are committed to pay transparency and accountability. This report is part of a broader shift toward equity, inclusion, and generational progress. Together, we are laying the groundwork for a more just and equitable workplace.

Data and Methodology

This report covers the period from April 1, 2024 to March 31, 2025 and includes all employees who worked during this period, including those on paid leaves. Pay data is derived from CLBC's payroll system.

CLBC's Human Resource Information System (HRIS) historically captured only binary sex at birth information. To support with pay transparency reporting, CLBC conducted a voluntary employee survey in July 2025 to collect gender identity information. Based on available data, 55% of employees in the pay analysis identified as women, 22% as men, and less than 1% as non-binary¹.

Because of this voluntary process, 22% of employees are classified as 'Prefer not to say/Unknown'. This includes employees who did not complete the survey, chose not to share their gender identity, or left the organization after the reporting period began and before the survey was administered in July 2025.

1. Gender Categories: CLBC collects employee gender using the following gender categories: Men, women, non-binary, and prefer not to say. Fewer than 10 employees identified as non-binary; therefore, that classification is not included in this report.

Employer Details

Employer:	Community Living BC (CLBC)
Address:	7 th Floor, Airport Square 1200 – West 73rd Avenue, Vancouver, BC V6P 6G5
Reporting Year:	2025
Time Period:	April 1, 2024 – March 31, 2025
NAICS Code:	91- Public Administration
Number of Employees:	300-999

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Our Workforce

At CLBC, 80% of the jobs are unionized and 20% are excluded (non-unionized) positions. Men and women receive the same pay for performing the same work, as established by our collective agreement and excluded compensation guidelines.

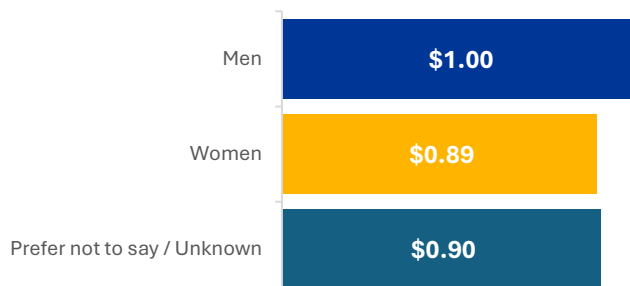
Women are concentrated in frontline support and administrative roles, while men are more concentrated in specialized roles including Information Technology positions. Women hold 64% of positions in our lowest pay quartile, while also representing 49% of our highest pay quartile.

This distribution across different job types – which have different pay scales –creates our overall pay gap as reflected in the hourly pay analysis below.



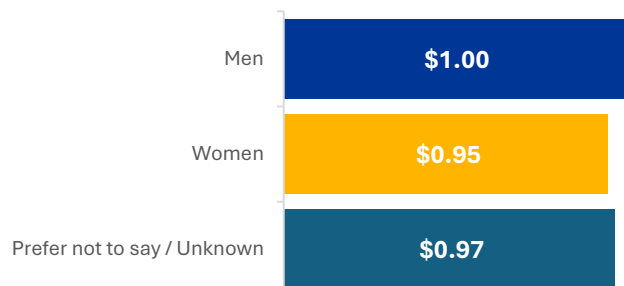
Hourly Pay²

Mean hourly pay gap³



Women's average hourly wages are 11% less than men's. For every dollar men earn in average hourly wages, women earn 89 cents in average hourly wages.

Median hourly pay gap⁴



Women's median hourly wages are 5% less than men's. For every dollar men earn in median hourly wages, women earn 95 cents in median hourly wages.

- Hourly pay includes salaries, wages and premiums (e.g. temporary market adjustments). Hourly pay does not include bonuses or overtime.
- "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay.
- "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the midpoint of pay for each group: the wage earned by the employee in the middle of each group when arranged from lowest to highest pay.



Overtime Pay

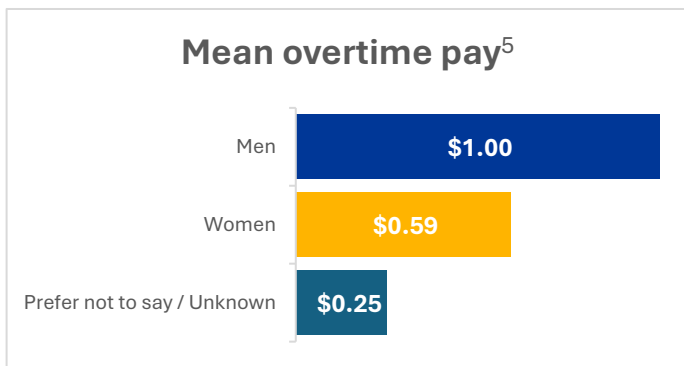
Key Findings:

- Women's mean overtime pay is 41% less than men's (\$0.59 per dollar)
- Women's median overtime pay is 6% higher than men's (\$1.06 per dollar)
- Similar participation rates: 22% of women and 24% of men work overtime

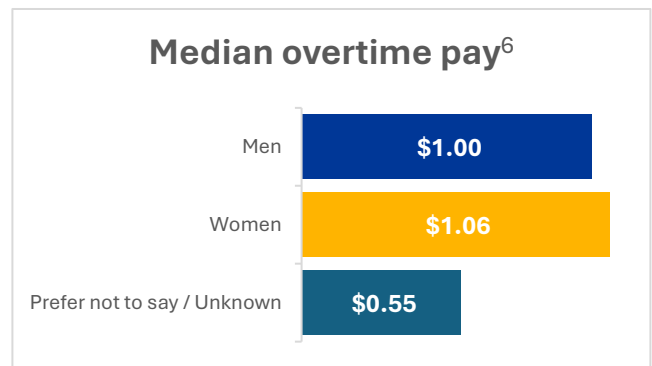
Understanding the Gap

Unionized employees at CLBC are eligible for overtime pay. Within our unionized environment, all employees receive overtime compensation at the same rate in accordance our collective agreement. The overtime pay gap exists because overtime multiplies existing base wage differences across job classifications.

The median overtime pay (\$1.06) provides the most accurate reflection of typical overtime earnings. The mean (average) is substantially influenced by a small number of male employees in top unionized pay grades working significantly higher numbers of hours. This pattern mirrors our base pay gap: it's driven by which jobs different genders occupy, not by different treatment within those jobs.



Women's average overtime pay is 41% less than men's. For every dollar men earn in average overtime pay, women earn 59 cents in average overtime pay.



Women's median overtime pay is 6% more than men's. For every dollar men earn in median overtime pay, women earn \$1.06 in median overtime pay

5. "Mean overtime pay" refers to overtime pay when averaged for each group.

6. "Median overtime pay" refers to the middle point of overtime pay for each group.

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Mean overtime Paid Hours⁷

Difference as compared to reference group
(Men)

Women	-12
Prefer not to say / Unknown	-32

Median overtime Paid Hours⁸

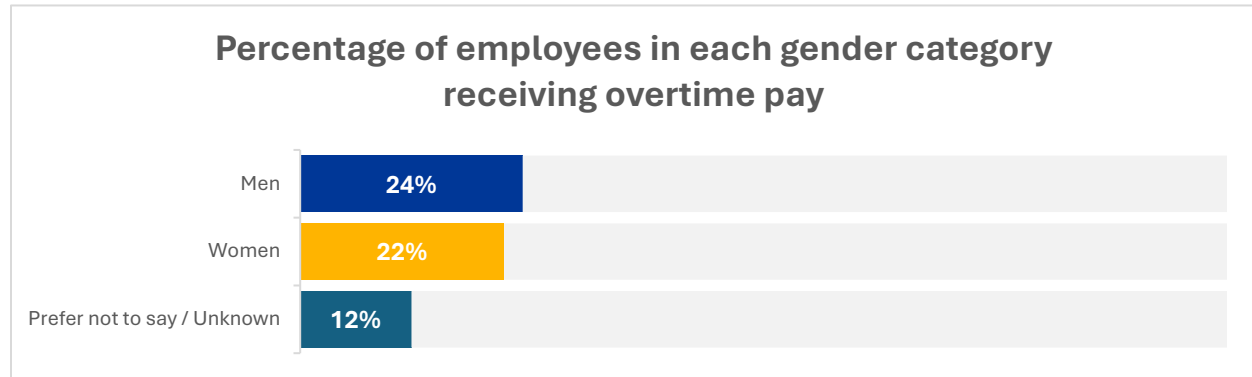
Difference as compared to reference group
(Men)

Women	1
Prefer not to say / Unknown	-7

The average number of overtime hours worked by women was 12 less than by men.

The median number of overtime hours worked by women was 1 more than by men.

7. "Mean overtime paid hours" refers to the average number of hours of overtime worked for each group.
8. "Median overtime paid hours" refers to the middle point of number of overtime hours worked for each group.



Bonus Pay

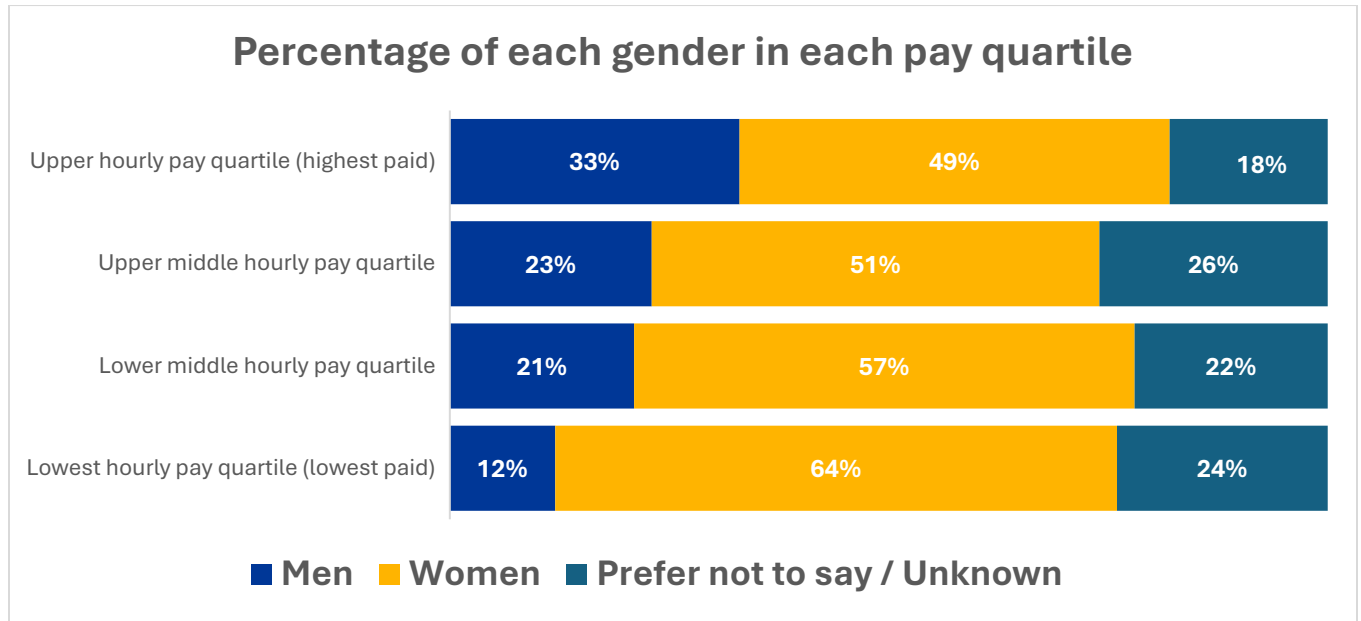
CLBC does not provide performance-based compensation to employees at any organizational level, including management. The payments included in this category are retention incentives that were negotiated in the collective agreement for specified hard-to-recruit positions or employees in hard-to-recruit geographic areas. During the reporting period, 3% of employees received such payments. Bonus pay data is not included in this report as data for multiple gender categories did not meet the disclosure threshold required under BC's Pay Transparency Act.

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Percentage of Each Gender in Each Pay Quartile⁹



9. These pay quartiles were reduced to suppress gender categories consisting of fewer than ten (10) employees.

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

Our quartile analysis shows how women are distributed across pay levels:

- **Highest quartile (top 25%):** Women 49%, Men 33%
- **Upper middle quartile:** Women 51%, Men 23%
- **Lower middle quartile:** Women 57%, Men 21%
- **Lowest quartile (bottom 25%):** Women 64%, Men 12%

Women hold leadership and high-paying positions within our organization, representing nearly half of our highest-paid employees. However, women are also concentrated in our lowest-paying roles, where they represent nearly two-thirds of employees. This concentration in lower-paid positions – primarily administrative and support functions – creates our overall pay gap.

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Conclusion

This report reflects our commitment to pay transparency and equity at CLBC. The data tells an important story: while we have created pathways for women to advance into leadership and high-paying positions, our lower-paying roles have a high proportion of female employees.

While our unionized environment ensures equal pay for equal work within job classifications, the 11% pay gap exists because of differences in which jobs people hold – and the opportunities available to grow beyond entry-level positions. This report is the first step. Understanding where we are helps us chart where we need to go. This baseline will guide our ongoing work to create equitable career pathways.