



Pay Transparency Report

Employer Details

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| Employer: | Insurance Corporation of British Columbia (ICBC) |
| Address: | 151 West Esplanade, North Vancouver, BC V7M 3H9 |
| Time Period: | April 1, 2024 to March 31, 2025 |
| NAICS Code: | 52 – Finance and insurance |
| Number of Employees: | 1000+ |

About ICBC’s Workforce

At ICBC, our job is making sure the auto insurance system works for all road users. We make decisions with every British Columbian in mind and support drivers both on and off the road. Working closely with our staff, stakeholders and partners, we’re committed to a safer B.C. and an insurance system we can be proud of — now and in the future.

Developing a talented, diverse, engaged and representative workforce

ICBC remains dedicated to promoting diversity, ensuring equity, and enabling conscious inclusion within the corporation. Transparent pay practices and policies are key components of creating an equitable workplace.

ICBC’s hourly pay gender gap between men and other genders for 2025 was larger when compared to 2024. The gap was 10% for women, and 16% for non-binary employees, which remains lower than the BC provincial average (Ministry of Finance: Pay Transparency Report, June 2025).

While both men and women are represented across all pay levels, men are more likely to hold higher-paying jobs, while women are more likely to hold lower paying jobs. At ICBC, women make up 47% of employees in the lowest hourly pay quartile while men account for 14%. Although many social forces contribute to the gender pay gap in British Columbia, ICBC recognizes its responsibility as an employer to continue expanding efforts to foster an inclusive, accessible, 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)

At ICBC, we are dedicated to fostering an environment where every employee feels valued, respected, and empowered. We are taking action to remove barriers and address bias that disproportionately affect women and other gender groups in their career and their pay. Examples include:

Fair pay practices guide our work as we conduct periodic pay equity reviews across all jobs, review policies to remove systemic bias, and use job evaluation systems that ensure fair and equitable pay for work of equal value.

Leadership development and representation remain a focus with the number of women in our executive leadership team increasing from four in 2024 to five in 2025. Programs like Women@Work support self-advocacy, career growth and leadership opportunities.

Flexibility, benefits and support are prioritized through enhanced maternity and parental leave, flexible work hours and hybrid work arrangements that help employees balance career and personal well-being.

Inclusive hiring and advancement are central to our efforts, with leaders participating in training to reduce barriers and mentorship programs supporting women in data science and information technology roles.

Employee Resource Groups (ERGs) connect employees across ICBC, supporting underrepresented groups and fostering inclusion. They provide a platform for employees to share lived experiences, collaborate, and contribute to a respectful and inclusive workplace culture.

Data and systems strengthen our understanding of workforce dynamics through annual engagement surveys and our DEI Index, which gathers employees' perceptions of their experiences related to diversity, equity and inclusion, supported by our human resources system for tracking workforce data.

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

Does ICBC pay fairly?

At ICBC, we are committed to fair pay practices, ensuring people are paid fairly for the work they do.

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.

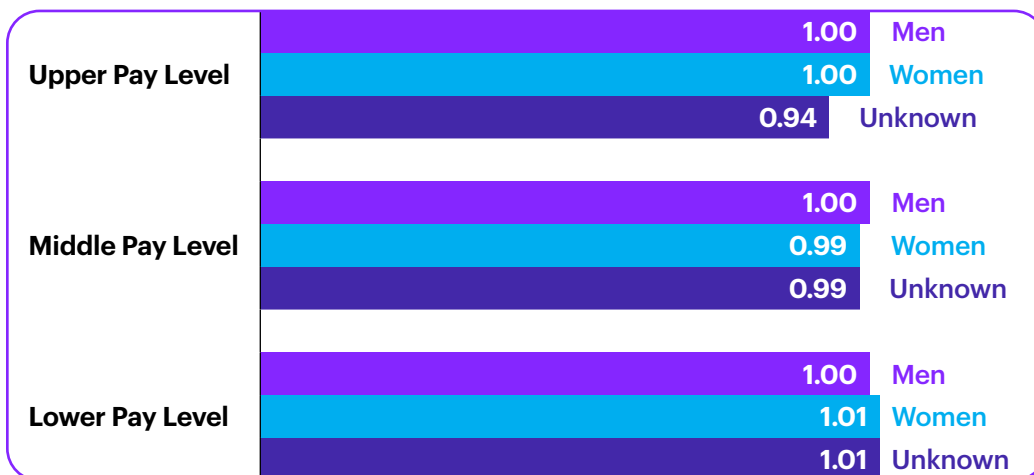
Bargaining unit jobs are governed by the Collective Agreement, where pay is determined independent of gender or personal characteristics. For both bargaining unit and management and confidential jobs, we use job evaluation systems that remove bias, focusing on the value of the role, not who holds it. Our policies also support fair pay practices, and we continue to work on removing barriers to equity.

A pay gap analysis was done at lower, middle and upper pay bands for both bargaining unit and management and confidential job levels. As shown in the illustration below, this analysis confirms pay within the same job level sees very minimal variation across genders.

Staff: bargaining unit



Staff: management & confidential



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 (bargaining unit jobs) and to differences in relevant experience, qualifications and performance (management and confidential).

Mean hourly pay gap¹

| | |
|--------|-----------------------------|
| \$1.00 | Men |
| \$0.90 | Women |
| \$0.84 | Non-binary |
| \$0.91 | Prefer not to say / Unknown |

At ICBC, women's mean (average) hourly wages are 10% less than men, while non-binary people's mean (average) hourly wages are 16% less than men's. For every dollar a man earns on average, women earn 90 cents on average and non-binary people earn 84 cents on average.

Median hourly pay gap²

| | |
|--------|-----------------------------|
| \$1.00 | Men |
| \$0.88 | Women |
| \$0.78 | Non-binary |
| \$0.89 | Prefer not to say / Unknown |

At ICBC, women's median hourly wages are 12% less than men, while non-binary people's median hourly wages are 22% less than men's. For every dollar men earn, women earn 88 cents and non-binary people earn 78 cents in median hourly pay.

Explanatory Notes

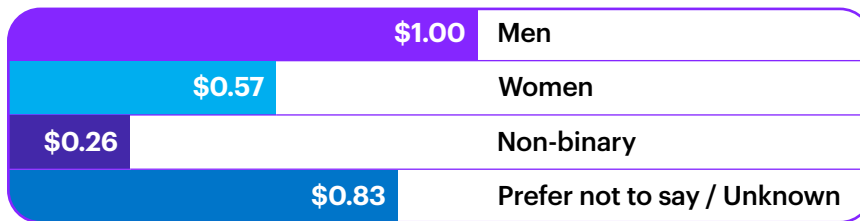
1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
 2. "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the mid-range of pay for each group. Hourly pay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

Overtime eligibility varies by role and is primarily governed by the Collective Agreement, with approximately 94% of overtime worked in bargaining unit roles. Average overtime hours vary by division, but average hours worked are highest in all gender categories where men are over-represented, which leads to men earning more overtime pay on average.

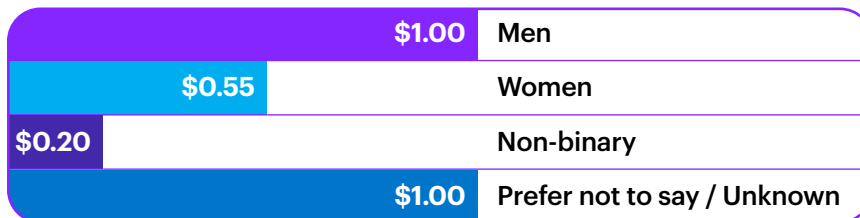
At ICBC, employees who are eligible for overtime pay also have the option to bank all or part of their overtime worked to be taken as time off. While all employees are more likely to take overtime pay rather than time off, women are somewhat more likely to take time off compared to men.

Mean overtime pay³



At ICBC, women’s mean (average) overtime pay is 43% less than men’s and non-binary people’s mean (average) overtime is 74% less than men’s. For every dollar men earn in average overtime pay, women earn 57 cents and non-binary people earn 26 cents in average overtime pay.

Median overtime pay⁴



At ICBC, women’s median overtime pay is 45% less than men’s and non-binary people’s median overtime pay is 80% less than men’s. For every dollar men earn in median overtime pay, women earn 55 cents and non-binary people earn 20 cents in median overtime pay.

Mean Overtime Hours⁵ — Difference as Compared to Reference Group (Men)

| | |
|-----------------------------|-----|
| Women | -14 |
| Non-binary | -28 |
| Prefer not to say / Unknown | -6 |

At ICBC, the average number of overtime hours worked (and paid out) by women was 14 less than men and the average number of overtime hours worked by non-binary people was 28 less than men.

Median Overtime Hours⁶ — Difference as Compared to Reference Group (Men)

| | |
|-----------------------------|-----|
| Women | -7 |
| Non-binary | -13 |
| Prefer not to say / Unknown | -1 |

At ICBC, the median number of overtime hours worked (and paid out) by women was 7 less than men and the median number of overtime hours worked by non-binary people was 13 less than men.

Percentage of employees in each gender category receiving overtime pay

| | |
|----|-----------------------------|
| 43 | Men |
| 39 | Women |
| 42 | Non-binary |
| 47 | Prefer not to say / Unknown |

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, bargaining unit employees in certain technology-related jobs were eligible to receive a nominal recruitment incentive to address staffing challenges in accordance with the Collective Agreement. 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's referral bonus program 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 pay⁷

| | |
|--------|-----------------------------|
| \$1.00 | Men |
| \$0.91 | Women |
| \$0.49 | Prefer not to say / Unknown |

At ICBC, women's mean (average) bonus pay is 9% less than men's. For every dollar men earn in average bonus pay, women earn 91 cents in average bonus pay.

Median bonus pay⁸

| | |
|--------|-----------------------------|
| \$1.00 | Men |
| \$0.50 | Women |
| \$0.25 | Prefer not to say / Unknown |

At ICBC, women's median bonus pay is 50% less than men's. For every dollar men earn in median bonus pay, women earn 50 cents in median bonus pay.

Percentage of employees in each gender category receiving bonus pay

| | |
|----|-----------------------------|
| 2% | Men |
| 1% | Women |
| 1% | 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 quartile⁹

Understanding the makeup of our workforce is critical to eliminating barriers and creating an inclusive environment. In 2025, our gender disclosure rate increased from 40% to 58%, supported by initiatives such as enhanced data collection processes and the addition of voluntary self-identification at the onboarding stage. While this gives us a clearer view of our workforce over time, it can temporarily contribute to a higher proportion of women in the lower pay quartiles until full disclosure is achieved. Improving our gender disclosure rate remains a goal, as higher participation gives us more reliable insight into workforce representation.

The 2025 data show us that women are over-represented in the lower pay quartiles compared to men, which is typical in British Columbia, and the gap between men and women narrows as roles progress from lower to upper pay quartiles.

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 35% of the highest paid jobs and 47% of the lowest paid jobs. Non-binary people occupy 1% of the lowest paid jobs. The number of employees that fall into the "Prefer not to say/unknown" category is decreasing year over year but remains significant, with 38% and 49% in the lower and lower middle hourly pay quartiles, respectively.

† This pay quartile was reduced to suppress gender categories consisting of less than ten (10) employees.

Explanatory Notes

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

* In accordance with the Pay Transparency Act and reporting rules designed to protect the anonymity and privacy of respondents, one or more gender categories has been excluded due to insufficient numbers to meet disclosure requirements.