HEALTH EMPLOYERS ASSOCIATION OF BRITISH COLUMBIA
Pay transparency report

The Health Employers Association of B.C. (HEABC) represents more than 240 publicly funded health care employers and provides provincial leadership in strategic planning, human resources and labour relations. Through collective bargaining and industry initiatives, HEABC works collaboratively with its members, government, employees and unions to support a responsive and sustainable health care workforce.

In 2024, HEABC refreshed its Strategic Framework to embed Indigenous rights, Indigenous-Specific Anti-Racism (ISAR), and Justice, Equity, Diversity and Inclusion (JEDI) as core organizational principles. HEABC also voluntarily completed self-assessments against Accreditation Canada's Cultural Safety and Humility Standard and the ISO Diversity, Equity and Inclusion Human Resources Standard. The findings informed *Weaving Our Way Forward*, a five-year implementation plan (2026–2031) to strengthen the organizational structures, relationships and accountability needed to advance this work.

HEABC recognizes that pay transparency is an important measure of organizational equity and accountability. The results of this report identify a gender-based pay gap, reflecting the disproportionate representation of men in higher-paid positions and women in lower-paid positions. This finding is an equity concern that we acknowledge and are committed to better understanding and addressing.

HEABC evaluates and classifies positions using the Compensation Reference Plan (CRP), a provincial framework for excluded public health sector positions. At HEABC the CRP classifies jobs in one of 17 job classifications. Within each classification, women's average hourly earnings are approximately $1.01 for every $1.00 earned by men. While this finding is a positive indicator of equitable compensation practices within classifications, **it does not mean that we have achieved equitable outcomes across the organization.**

Our commitment to equity must extend beyond how individual positions are compensated to include the opportunities employees have to enter, advance and succeed at all levels of the organization. We recognize the importance of examining the factors that contribute to differences in representation across classifications and leadership positions, including our recruitment, development, advancement, and retention practices.

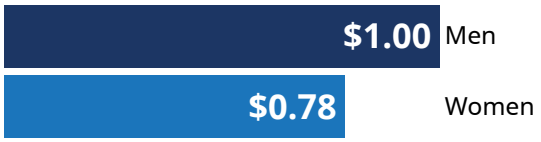
HEABC will use these findings to inform our ongoing equity initiatives, including the implementation of *Weaving Our Way Forward*. Our goal is not simply to meet established compensation standards, but to hold ourselves to a higher standard of organizational equity — one where fairness and opportunity are reflected not only in our policies and practices, but also in the composition of our workforce and the outcomes we achieve.

Employer details

Employer:	HEALTH EMPLOYERS ASSOCIATION OF BRITISH COLUMBIA
Address:	300 - 2889 EAST 12TH AVENUE, VANCOUVER, BC
Reporting Year:	2026
Time Period:	April 1, 2025 - March 31, 2026
NAICS Code:	91 - Public administration
Number of Employees:	50-299

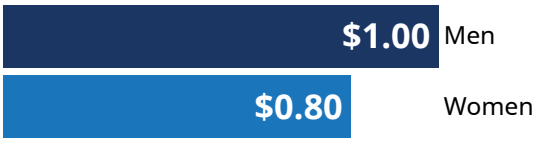
Hourly pay

Mean hourly pay gap[1]



In this organization women's average hourly wages are 22% less than men's. For every dollar men earn in average hourly wages, women earn 78 cents in average hourly wages. *

Median hourly pay gap[2]



In this organization women's median hourly wages are 20% less than men's. For every dollar men earn in median hourly wages, women earn 80 cents in median hourly wages. *

Overtime pay

Mean overtime pay [3]

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Median overtime pay [4]

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Mean overtime paid hours [5]

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Median overtime paid hours [6]

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Percentage of employees in each gender category receiving overtime pay

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

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.
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

Mean bonus pay [7]

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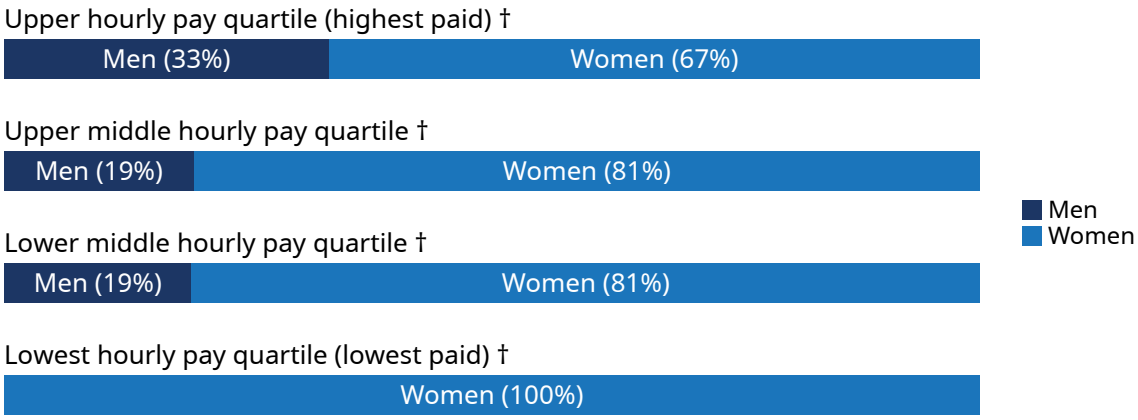
Median bonus pay [8]

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Percentage of employees in each gender category receiving bonus pay

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Percentage of each gender in each pay quartile [9]



In this organization, women occupy 67% of the highest paid jobs and 100% of the lowest paid jobs.

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

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.
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.