A DECLARATION ON HOW WE PAY | 2026 EDITION | FINAL

What we owe each other.

On pay, regard and the people of Kootenay Savings

A compensation philosophy, written as a statement of how we mean to treat one another.

KOOTENAY SAVINGS
est. 1969

your path. our purpose.

Contents

01	Begin with the person	3
02	What each of us gives	4
03	Every difference deserves a reason	5
04	Five commitments, rising together	6
05	We see more in each other than the role	7
06	Everything we give each other, in view	8
07	Decisions made in the open	9
08	Hard conversations, held gently	10
09	The floor, and what we build on it	11
10	A signature, not a badge	12
11	Fairness is something we keep checking	13
12	A loop that keeps climbing	14
13	What the figures say	15
14	What we stand behind	22

Before there is a salary range, there is a person.

01 WHERE THIS BEGINS

Begin with the person.

Before there is a salary range, there is a person.

Someone who opened the branch on a dark January morning. Someone who sat with a member through the hardest week of their year and helped them find a way through. Someone who noticed the error nobody else saw, and fixed it without being asked.

This is a document about pay. It begins with people because that is where pay should begin, and because the way an organization pays its people is one of the plainest records of what it thinks of them.

We wrote this so that record is one we can stand behind. It describes what we believe, how pay decisions are made and how we will check our own work. Where our practice has not yet caught up with these words, we would rather say so than pretend. British Columbia now requires employers to be open about pay, and we welcome that. These pages go further than the law asks, because openness is how we want to be known.

Kootenay Savings has asked the people of the Kootenays to trust it since 1969. The people who serve them deserve the same honesty from us.

Mark McLoughlin
Chief Executive Officer

1969
serving the Kootenays since

40,000
member owners, approximately

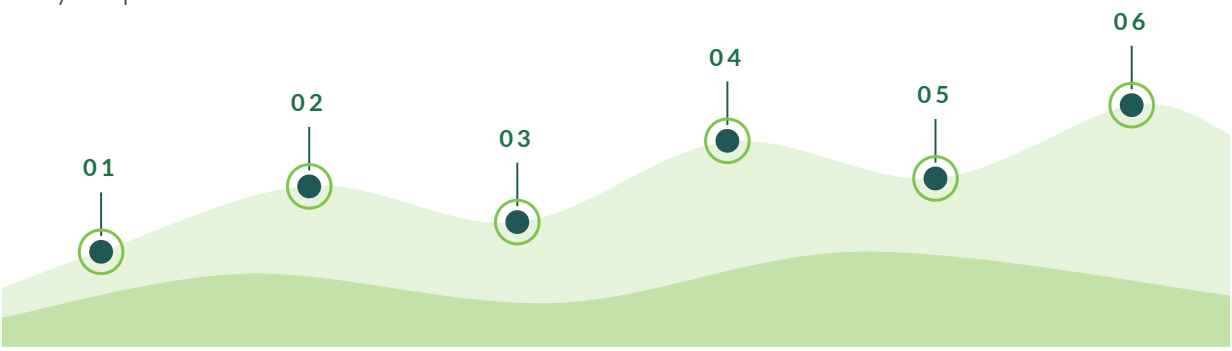
12
branches across the region

228
colleagues paid in the reporting period

02 THE GIFTS WE BRING

What each of us gives.

Every person here brings something that no job description fully captures.



01	**Attention**	The noticing that keeps a small problem small.
02	**Judgment**	Knowing what a rule is for, and when a person needs more than the rule.
03	**Skill**	Years of learning, carried lightly.
04	**Reliability**	Being there again tomorrow, so others can count on it.
05	**Care**	The part of the work that no system can require.
06	**Time**	A portion of a finite life, which nobody gets back.

> *Pay cannot fully repay these gifts, and we will not pretend that it does. It can honour them.*

It honours them by being explained, by being fair and by never taking any of it for granted. That is why we treat compensation as a moral practice and not only as an operating cost. A member-owned institution that is careless with its own people has no standing to ask its members for trust.

03 REGARD

Every difference deserves a reason.

Regard does not mean everyone is paid the same. Roles ask different things of people, and pay should reflect that honestly. Regard means every difference has a reason, and the reason would still hold if the person it affects sat across from us and asked to hear it.

REASONS THAT BELONG IN A PAY DECISION

- The value and scope of the work
- The responsibility a person carries
- Sustained performance and contribution
- What a sustainable cooperative can responsibly afford
- The capabilities the role requires
- The market in which we recruit the role
- Progression and growing mastery

REASONS THAT DO NOT

- Who asked most forcefully
- Personal characteristics unrelated to the work
- Who happens to know the decision maker
- History that nobody can explain

> *If a reason cannot be explained openly, it has no place in your pay.*

04 WHAT WE HOLD TO

Five commitments, rising together.

Each depends on the others, the way a range depends on every peak in it.

1 Dignity

Every role matters, and so does every person in it. Pay should respect the contribution, the judgment and the humanity of the one doing the work.

2 Fairness

Work of comparable value is treated the same way. When a difference is legitimate, we explain it and write it down.

3 Stewardship

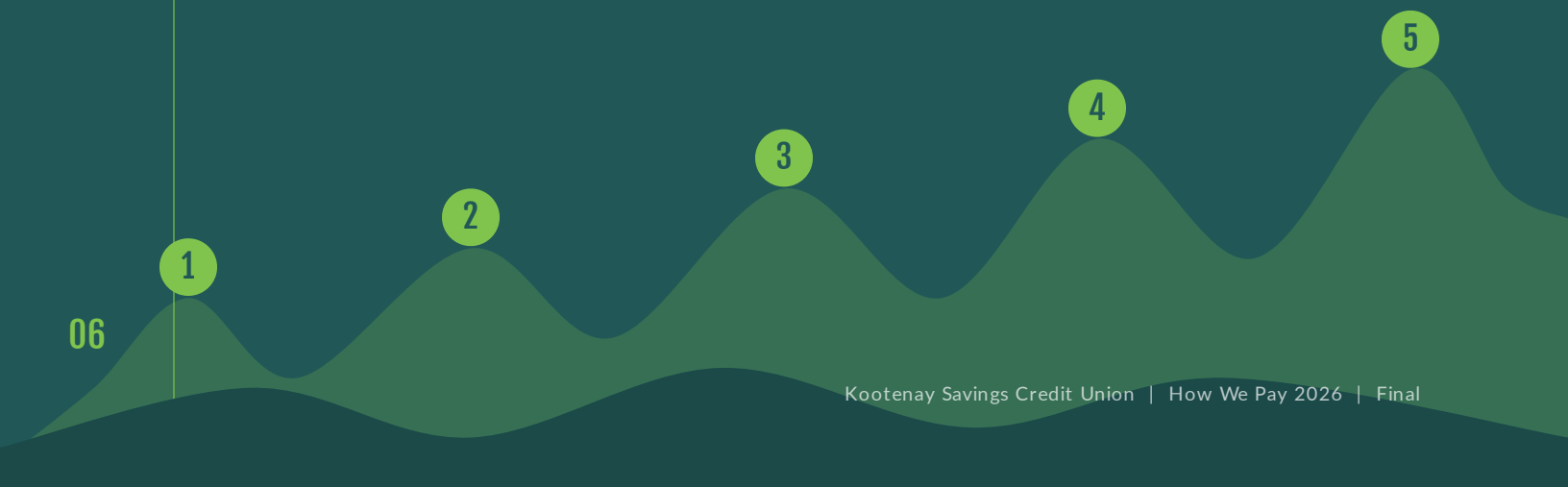
We pay well enough to attract and keep good people, and carefully enough to keep strong the institution our members own. Both are forms of care.

4 Progression

Growth should be visible. Each of us should be able to see how capability, contribution and responsibility become development and advancement.

5 Accountability

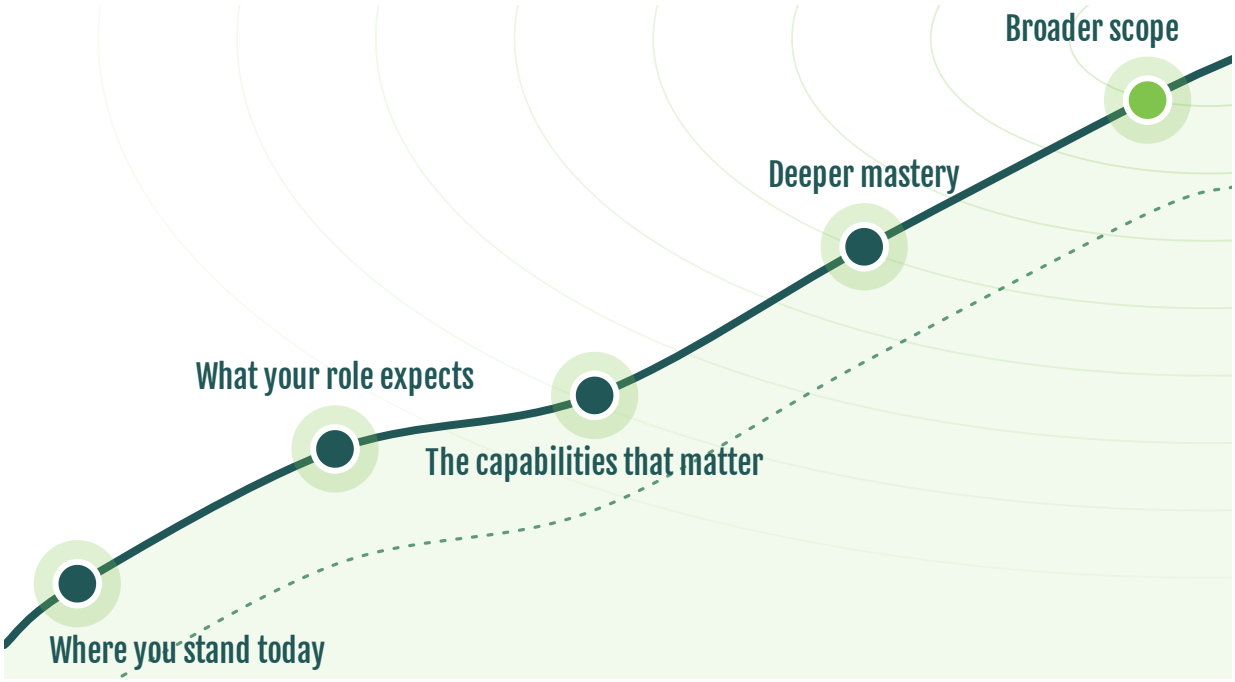
Our decisions can be questioned. Leaders apply the framework consistently, and put things right when they find an inequity.



05 THE POTENTIAL WE ENCOURAGE

We see more in each other than the role.

A good workplace notices what people are capable of, sometimes before they are sure of it themselves. We want everyone at Kootenay Savings to be able to see where their path could lead: what is expected in their role, which capabilities matter, where they stand today, what deeper mastery or broader scope would look like, and what support is there to help them reach it.



The solid line is the path a career can take here. The dotted line beneath it is the support along the way: feedback, learning and honest conversations about pay.

For each of us

Bring the work you are doing, the responsibility you carry and the direction you want to grow. When the link between your contribution and your pay is unclear, ask. Asking is expected here, and it is never held against you.

For those who lead

Explain the role and the range. Keep feedback about the work and apart from impressions of the person. Name real next steps. Record the reasons for every pay decision, so they can be seen and understood later.

06 WHAT WE SHARE

Everything we give each other, in view.

Pay is one part of a larger exchange. People give their gifts, and the credit union gives security, growth and a place to belong. We show all of it, so that no part hides behind another.

Base pay

The scope, capability and sustained contribution a role requires.

HOW WE EXPLAIN IT

Role architecture, market reference points and where you sit in the range.

Variable compensation pay

Recognizing the collective contribution of our people when the credit union achieves its organizational health metrics and performance goals.

HOW WE EXPLAIN IT

Measures that define organizational health, how results determine shared rewards, and variable compensation targets by position.

Benefits and well-being

Protection, security and support across the stages of life.

HOW WE EXPLAIN IT

The value of core programs, who is eligible and how to use them.

Retirement and financial security

Care for your financial future, over the long term.

HOW WE EXPLAIN IT

Employer contributions, your choices and the role of time.

Growth and development

The chance to build capability and take on meaningful responsibility.

HOW WE EXPLAIN IT

Career paths, learning, feedback and what progression asks of you.

Flexibility and belonging

The conditions that let people do good work and keep doing it.

HOW WE EXPLAIN IT

Where flexibility applies, how teams coordinate and how inclusion is practised.

> **THE PRINCIPLE OF TOTAL VALUE**
>
> Benefits and culture matter, but they never excuse inconsistent or inequitable base pay. Every part of the whole stays visible and answerable on its own.

07 HOW DECISIONS ARE MADE

Decisions made in the open.

Judgment is part of every pay decision, and we will not pretend otherwise. What we can promise is that the judgment follows the same six steps, in the same order, for every role, and that you can see them.

01

Understand the work

We define the role's purpose, accountabilities, decision rights, required capabilities and impact.

02

Place the role

One consistent job architecture lets roles be compared fairly across the whole organization.

03

Reference the market

We use relevant external data, knowing that markets differ by role, geography, scarcity and sector.

04

Set the position in range

We weigh sustained contribution, capability, experience, internal relationships and performance evidence.

05

Review and govern

Leaders and the appropriate governance functions test each decision for consistency, affordability, risk and equity.

06

Explain and revisit

You should understand the decision, and what could change it over time.

08 TALKING ABOUT PAY, WITH CARE

Hard conversations, held gently.

The conversations about pay that feel hardest are often the ones that matter most. They go well when both people arrive ready to be honest and leave with their dignity intact. Ours should have four qualities.

Specific

About the work, the responsibilities and the evidence. Never about personality or vague impressions.

Forward looking

About what would support greater responsibility, capability or contribution next.

Respectful

Disagreement is welcome. It never diminishes the person or damages the relationship.

Documented

Important decisions and commitments are written down, so the promise outlasts the meeting.

Five questions each of us should be able to answer

If you cannot yet answer one of these about your own role, that is not a failing on your part. It is a gap we have promised to close, and you are entitled to ask.

1. What is the purpose of my role, and how is it evaluated?
2. What is the pay range for my role?
3. What decides where someone sits within that range?
4. What would show that I am ready to grow into more?
5. Who can I speak with if my pay or treatment seems inconsistent?

09 REQUIRED BY LAW. OFFERED BY CHOICE.

The floor, and what we build on it.

The BC *Pay Transparency Act* and *Pay Transparency Regulation* set out what every provincially regulated employer owes the people it employs and the people it hopes to hire. We meet every one of these obligations. The law sets a floor, and we want to be measured by more than the floor, so we have built on it and put it in writing.

A certified living wage	for our people and our contracted suppliers.	OUR CHOICE
A considered answer	a respectful route for every question.	OUR CHOICE
Wider reviews	internal equity, market and progression, beyond gender reporting.	OUR CHOICE
Total rewards	every part shown on its own.	OUR CHOICE
Pay architecture	explained in plain language.	OUR CHOICE
This philosophy	and the reasons behind every range.	OUR CHOICE

THE FLOOR THE LAW SETS

An annual public report	Each November 1 we publish our report on differences in pay by gender.	REQUIRED
No reprisal, ever	No one is disadvantaged for asking about pay, sharing their own, or raising a concern.	REQUIRED
No pay history questions	We never ask applicants what other employers paid them.	REQUIRED
Pay in every job posting	Every job we advertise shows its expected pay or pay range.	REQUIRED

Who holds us to it. The Director of Pay Transparency oversees compliance and receives concerns, and the Minister of Finance reports each year on pay differences across the province. Within Kootenay Savings, Jamie Gummo, CPHR, Chief People Officer, answers for ours.

> *We do not share this because we must. We share it because we are proud of what it says about us.*

10 CERTIFIED LIVING WAGE EMPLOYER

A signature, not a badge.

Kootenay Savings is a certified Living Wage Employer. We commit to meeting or exceeding the living wage rate set each year by Living Wage for Families BC, for our own people and for the contracted suppliers whose people work alongside us.

A living wage is not the minimum wage. It reflects what a family actually needs to live in their community: to pay for food, rent, clothing, childcare and getting to work, and to take part in the life of the place they call home. It is recalculated as the cost of living changes, providing an important benchmark against which we continue to measure our compensation practices.

When we pursued certification, our wages already exceeded the living wage in our region. We did not seek certification for the logo, or because we needed to change what we paid. We sought it to make a public commitment to a standard we already believed in, to have that commitment independently recognized, and to set an example for other employers across the Kootenays. Certification is our name, written beneath a simple conviction: people who work in our communities deserve compensation that supports a decent quality of life.

> *Our commitment is not simply about the wages we pay. It is about the standard we choose to support and the example we hope to set.*

Kootenay Savings Credit Union

Certified Living Wage Employer since 2025, recertified 2026 | Trail living wage, 2025: $22.95 an hour. Our lowest rate: $25.00

11 KEEPING OURSELVES HONEST

Fairness is something we keep checking.

Good intentions are not evidence. We review pay across the whole organization, not one negotiation at a time, and we look for the patterns that are hard to see from any single desk: unexplained differences, compression, uneven hiring outcomes, barriers to progression, and gaps between what we say and what people live.

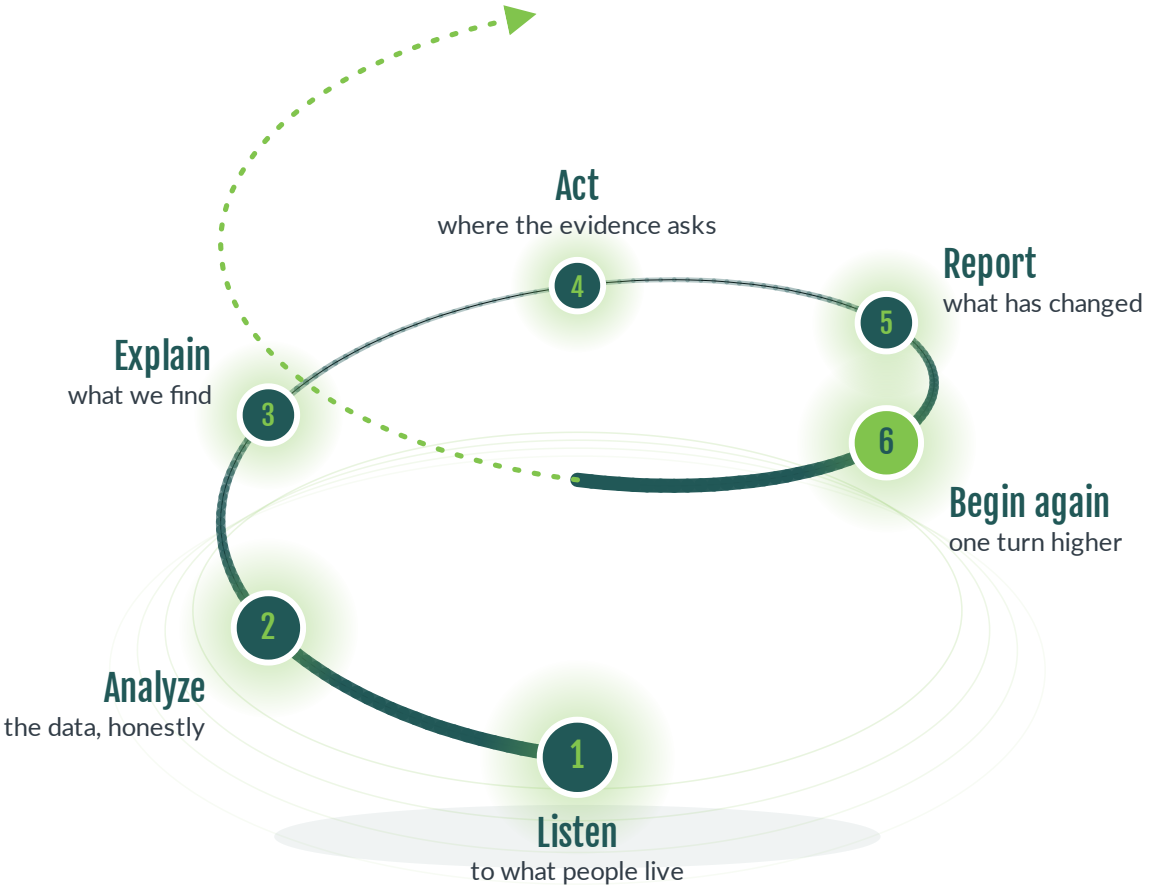
Internal equity	Are comparable roles treated consistently?	Common definitions and documented rationale.
Market alignment	Are critical roles positioned appropriately?	Relevant, current and explainable reference data.
Pay equity	Are differences explained by legitimate factors?	Analyze the patterns and remediate where required.
Progression	Can people see and reach a credible path forward?	Review promotion, development and range movement.
Sustainability	Can we honour this over time?	Balance colleague value, member value and financial resilience.

Each of these questions is asked again every year, through the loop on the next page.

12 THE ACCOUNTABILITY LOOP

A loop that keeps climbing.

Checking once is not enough. Every year we move through the same six steps, and every year we begin again from a higher place than the last, carrying forward what we learned.



Fairness is not a place we arrive. It is a practice we keep climbing, together.

13 OUR NUMBERS, IN THE OPEN

What the figures say.

Publishing numbers is easy. Being understood is harder, and it is what we are after.

These are the numbers behind our words. They come from our payroll for December 29, 2024 through December 19, 2025, cover all 228 people we paid in British Columbia, and are calculated the way the Pay Transparency Regulation sets out. Our formal report comes first, in the order the Regulation asks for. The pages after it show the same figures as pictures, and explain what drives them.

228
people paid in British Columbia during the reporting period

81%
of them women

$38.78
median hourly rate across everyone we pay

$25.00
lowest hourly rate, above the 2025 living wage in Trail and Nelson

5.7x
our highest hourly rate, as a multiple of our median

27%
median hourly pay gap between women and men

Two things are true at once. Our floor is high, and the distance from the middle of our pay to the top is short. And women at Kootenay Savings earn less per hour than men, measured both ways the law asks for. The reason is visible in the data: men are 19 per cent of our people but 44 per cent of our highest-paid quarter. We say so plainly here, and we will report on it every year.

Our pay transparency report.

EMPLOYER

Employer	Kootenay Savings Credit Union
Mailing address	220-1101 Dewdney Avenue, Trail, BC V1R 4T1
NAICS Canada 2022 code	522130, Local credit unions
Reporting period	December 29, 2024 to December 19, 2025
Employees on January 1, 2026	50 to 299
Reference category	Man

HOURLY PAY AND OVERTIME: GAP BETWEEN WOMEN AND MEN

Mean hourly pay	34.5%
Women $39.52, men $60.28	
Median hourly pay	27.1%
Women $35.92, men $49.26	
Mean overtime pay	78.5%
Women $121.49, men $565.95	
Median overtime pay	80.7%
Women $90.53, men $470.15	
Mean overtime hours	69.9%
Women 2.3, men 7.8	
Median overtime hours	68.3%
Women 2.0, men 6.3	

EMPLOYEES WHO RECEIVED OVERTIME PAY

Women	13.5%
Men	18.6%

BONUS PAY: GAP BETWEEN WOMEN AND MEN

Mean bonus pay	60.9%
Women $5,875.00, men $15,012.50	
Median bonus pay	63.6%
Women $5,875.00, men $16,150.00	

EMPLOYEES WHO RECEIVED BONUS PAY

Women	1.1%
Men	9.3%

HOURLY PAY QUARTILES: SHARE OF EACH

Quarter 1	91% women, 9% men
$25.00 to $30.86 an hour	
Quarter 2	88% women, 12% men
$30.97 to $38.51 an hour	
Quarter 3	89% women, 11% men
$39.05 to $47.76 an hour	
Quarter 4	56% women, 44% men
$47.86 to $222.08 an hour	

Statement on gender categories. Our records currently hold each person's gender as Man or Woman. We have not yet given colleagues the option to identify as Non-binary, or to choose not to answer, so this report cannot show figures for those categories. We will offer both options, respectfully and voluntarily, before our next report. A positive gap means women were paid less than men on that measure.

Employer statement. This report is part of our compensation philosophy, *What we owe each other*. The pages that follow show each figure as a chart, explain what drives our hourly pay gap, and set out what we will do about it.

Data constraints. Hourly pay is each person's regular hourly rate. Bonus pay in this period went to a small number of people, mostly in management roles. The first payment under our all-staff variable pay plan falls in the next reporting period. Quarters are formed by ranking all 228 employees by hourly pay and dividing them into four equal groups.

13 REQUIRED BY LAW: HOURLY PAY

Our hourly pay gap.

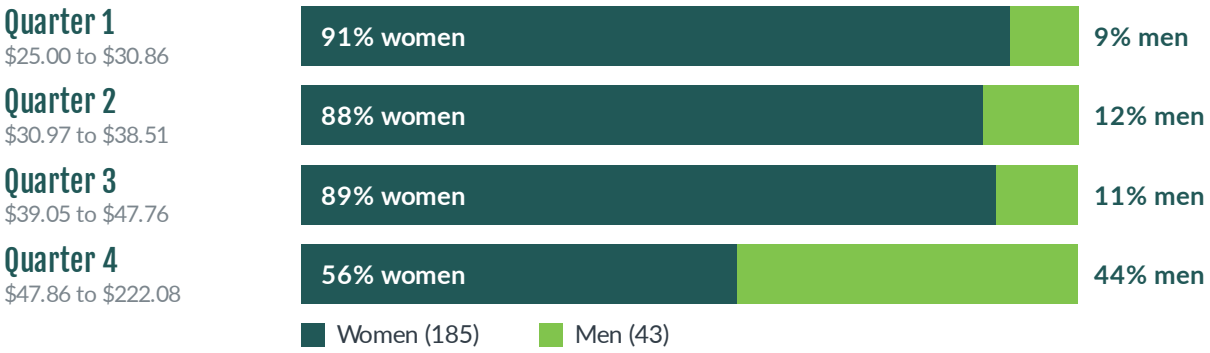
34.5%
mean hourly pay gap

27.1%
median hourly pay gap

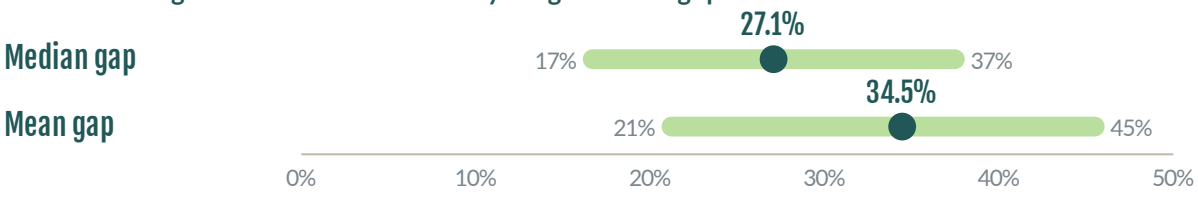
73¢
earned per hour by the median woman for every dollar earned by the median man

Hourly pay

Who holds each quarter of our hourly pay, lowest to highest



How far the figures could move: the likely range of each gap



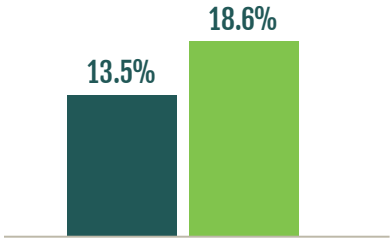
How to read this. Women are close to nine in ten of each of our three lower pay quarters, and 56 per cent of the highest. Because only 43 of us are men, a few people can move these gaps a long way. Resampling our own data 20,000 times, the median gap most plausibly lies between 17 and 37 per cent and the mean gap between 21 and 45 per cent. The gap is clearly real. Its exact size is less certain than a single number suggests.

13 REQUIRED BY LAW: OVERTIME AND BONUS PAY

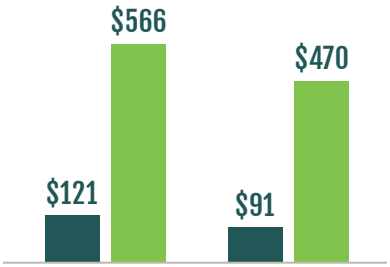
Overtime and bonuses.

The law asks every employer to report who receives overtime and bonus pay, and how much. Both were uncommon at Kootenay Savings in this reporting period.

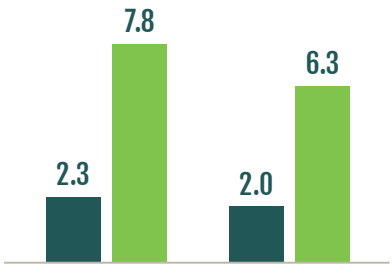
Share receiving overtime



Overtime pay



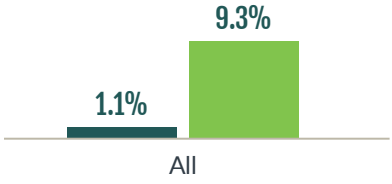
Overtime hours



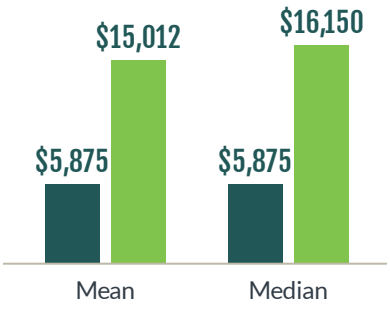
Women (185) Men (43)

How to read this. Across the whole year, 33 people received overtime pay, for 121 hours and $7,565 in total. The 8 men who worked overtime worked more of it than the 25 women, which makes the gaps large in percentage terms and small in dollars.

Share receiving bonus pay



Bonus pay



How to read this. In this period bonus pay was still, almost entirely, a management practice: 4 men and 2 women received one. That is why the gaps are so large, and why we changed the plan. The next page explains how.

13 BEYOND THE LAW: SHARED SUCCESS

A share of our results, for everyone.

For most of our history, bonus pay at Kootenay Savings was reserved for management. In 2023 we changed that.

We introduced a variable pay plan that includes every employee, unionized and non-unionized. When the credit union meets its goals, everyone shares in the result. Each person's payment is a share of their own pay, so the plan recognizes the same things base pay does: the scope of the role and the contribution it carries.

Fairness

A good year is the work of everyone, not a few. A plan that rewarded only management told the rest of our people their part counted for less. We did not believe that, so we stopped saying it.

Equity

The old practice concentrated bonus pay in roles held mostly by men. Opening the plan to all of us brings bonus pay to the women who are more than four in five of our workforce.

Stewardship

Payments depend on results. The plan shares success when it is earned, and protects the strength of the institution our members own when it is not.

Belonging

A cooperative is owned in common. Sharing its results in common is part of what that ownership means for the people who serve it.

$1.1M+

paid in the plan's first payout, for 2025

100%

of employees received a payment

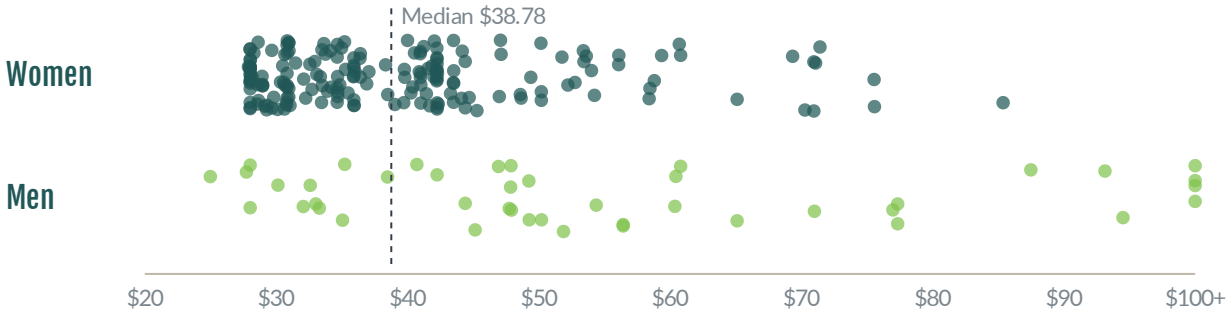
> **What our next report will show.** The first payment falls outside this reporting period, so it will appear in our next report. Every employee will be counted as receiving bonus pay. Because each payment is a share of pay, the bonus gap between women and men will closely follow our hourly pay gap. We will say so when we report it, and the work on page 21 is how we intend to narrow both.

13 BEYOND THE LAW: WHERE THE GAP COMES FROM

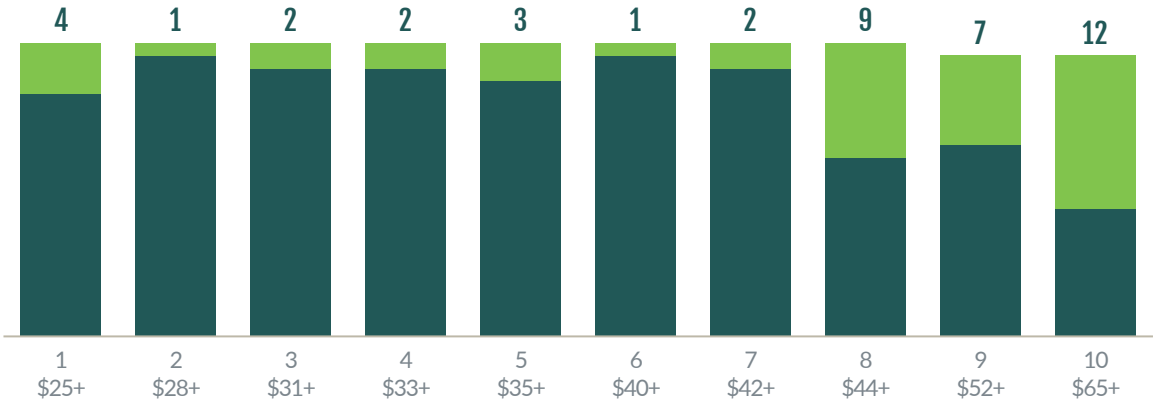
Where the gap comes from.

A single percentage can hide as much as it shows. So we have gone further than the law asks and shown the whole of our hourly pay, person by person, and how women and men are spread across it.

Every hourly rate we pay, one dot for each person



Our people in ten equal groups, from lowest hourly rate to highest



Numbers above each column are the men in that group. Each group holds about 22 people.

Women (185) Men (43)

How to read this. Most of us, women and men alike, are paid between $28 and $50 an hour. The difference is at the top. 28 of our 43 men are in the three highest-paid groups; the seven lower groups hold 161 people, of whom 15 are men. If men were spread in proportion to our workforce, about 11 would be in our highest-paid quarter. There are 25. Setting aside the 4 highest-paid roles brings the mean gap down from 34.5% to 22.2%, but the median barely moves, from 27.1% to 25.0%. The gap is about who holds our higher-paid roles broadly, not only a few executives. Rates above $100 an hour are grouped at the right edge so no one's pay can be read from the chart.

13 BEYOND THE LAW: WHAT WE WILL DO

Fairness at both ends, and the work ahead.

Our floor, against the living wage where we work

What we will do

01 **Compare like with like.** Complete a review of pay for women and men in the same roles and levels by March 1, 2027, and publish any findings in our next report.

02 **Rethink who rises.** Women make up 81 per cent of our workforce, yet hold just one of seven executive positions. That contrast matters, and we intend to understand it better. We will take a closer look at how leadership potential is recognized, how talent is developed, and how decisions about advancement are made. Executive succession will be a deliberate part of this work, with a commitment to challenging assumptions, widening opportunity, and ensuring the path to leadership reflects the talent and potential of the people who work here.

03 **Ask everyone, respectfully.** Give every colleague the option to identify as Non-binary, or not to answer, before our next report.

04 **Report every year.** Publish these same measures each year, so that progress, or the lack of it, is plain to see.

Data and method. Payroll for December 29, 2024 through December 19, 2025; 228 employees paid in British Columbia. Hourly pay is each person's regular hourly rate. Gaps are relative to men, as the Regulation requires; overtime and bonus measures include only those who received them. The likely ranges on page 17 come from resampling our payroll records 20,000 times. Pay figures in this edition do not yet compare people in the same role or level; that analysis is the first commitment above. Living wage rates are Living Wage BC's 2025 rates.

14 IN CLOSING

What we stand behind.

Some of what these pages say is required of us. All of it is meant. The purpose is not to make pay sound noble. It is to make our practices more transparent, our decisions more accountable, and our commitments more meaningful. As a member-owned cooperative, we believe that the way we compensate our people reflects the values we bring to the communities we serve. Trust grows when principles are visible, decisions are explained, and organizations are willing to examine their practices and make things right when they fall short.

This is what we stand behind:

> Every contribution deserves thoughtful recognition.
>
> Compensation decisions should be fair, consistent and explainable.
>
> Differences in pay must have legitimate, defensible reasons.
>
> Growth, development and opportunity should be encouraged.
>
> Fairness is an organizational responsibility, supported by transparency and a commitment to continuous review.

IMPORTANT NOTE This guide sets out the philosophy and principles of compensation at Kootenay Savings. Salary ranges, program terms, eligibility and annual decisions are governed by the applicable KSCU policies, collective agreements and approved compensation materials.

SOURCES BC Pay Transparency Act, SBC 2023, c. 18; Pay Transparency Regulation, B.C. Reg. 225/2023; Province of British Columbia, Pay transparency in B.C.; Living Wage for Families BC; Living Wage BC, 2025 living wage rates; Kootenay Savings, Living Wage. Pay figures: Kootenay Savings payroll, December 29, 2024 through December 19, 2025. The summary on page 11 is for information only. Our formal pay transparency report is on page 16. The Act and Regulation govern.

KOOTENAY SAVINGS
est. 1969

your path. our purpose.

Kootenay Savings Credit Union | 220-1101 Dewdney Avenue, Trail, BC V1R 4T1
1.800.665.5728 | kscu.com