Borden Ladner Gervais LLP

B.C. PAY TRANSPARENCY REPORT

2026

Employer	Borden Ladner Gervais LLP
Address	1200 Waterfront Centre, 200 Burrard Street, PO Box 48600, Vancouver, BC
Reporting year	2026
Time period	January 1, 2025 to December 31, 2025
NAICS code	54 | Professional, scientific and technical services
Number of employees	50–299

Our Commitment to Equal Pay

Borden Ladner Gervais LLP ("BLG") is committed to conducting a robust pay equity analyses across all Firm members. These include employee performance, job type, job level, management level, and tenure. BLG has conducted a pay equity analysis that shows no gap in compensation within our law student and associate roles. To the extent there are compensation gaps for other roles, these gaps are explained by distinguishing factors such as job type, job level, management level, and tenure.

The B.C. Pay Transparency Act requires British Columbia employers to publish a pay transparency report which includes components such as hourly pay, overtime pay, and bonus pay for the BLG workforce based in the province.

All gender data used in this analysis has been provided on a self-identified basis by employees using the classifications of man, woman, non-binary, or unknown. There were fewer than 10 employees who either did not disclose their gender or who are non-binary. As a result, to preserve privacy, data for these groups have not been disclosed.

In British Columbia, 78% of BLG's employees are women. Excluding our Partner population, the dataset included in this report represents employees at all levels and roles within the Firm. This includes Associate Lawyers, Law students, Paralegals, Legal Support Services, and a variety of Business Services roles across HR, Finance, Marketing, Information Technology and Facilities.

B.C Pay Transparency Reporting Methodology

The B.C. Pay Transparency Act requires a different methodology that focuses on raw pay gaps only, which consider the overall average or median pay of each gender classification and provide only a high-level comparison. These gaps are strongly influenced and impacted by the demographics and distribution of employees across job types.

A gender pay gap is different from equal pay as it does not compare the pay of men and women performing similar work, or work of equal value. Instead, it measures the difference between men and women's average earnings across an organization for a specific period of time. Even if an employer has an effective equal pay policy, it could still have a gender pay gap if the majority of lower paying roles are occupied by women.

This pay gap methodology does not account for critical factors such as employee performance, job type, management level, tenure, experience, or other compensable factors. These factors are fundamental to BLG's compensation philosophy in ensuring equal pay for equal work.

Hourly Pay

BLG's operations comprise of a wide variety of positions across levels, functions, and role type. Most of the pay gaps described in this report reflect the fact that the representation of different genders across roles is not perfectly equal. Some of the roles are female dominated or are completely filled by women.

While the overall population in B.C. for BLG is 78% women, our legal support services roles, paralegal roles, and business services roles are represented mostly by women (87% of the population).

In contrast, BLG's B.C. Lawyer population has a more even split of 53% women to 47% men. Senior Business Services roles, which are of the highest paid, make up 3% of the roles in B.C. Gender representation in these roles are 67% women and 33% men. In both cases, these data points greatly skew the overall average and median hourly pay rates.

Mean = average pay. Median = midpoint of pay. Hourly pay excludes bonuses and overtime.

Based on the report's methodology, the **Mean Hourly Pay Gap**, is $0.68 for women as for every $1.00 earned by men.

The **Median Hourly Pay Gap** is $0.65 for women as for every $1.00 earned by men.

Hourly pay excludes bonuses and overtime which are covered in subsequent sections.

Overtime Pay

Overtime eligibility varies by role. All employees in overtime eligible roles receive overtime rates calculated in accordance with the B.C. Employment Standards Act. Lawyer roles are exempt from overtime pay.

The mean and median overtime pay gap, as per the Pay Transparency Act reporting requirements, represent total overtime paid to employees. As a result, any raw pay gaps that already exist will be further compounded when considering overtime pay versus overtime hours.

The majority of BLG's B.C. roles that are eligible for paid overtime are within the Information Technology function typically have a higher pay rate. Men are more represented in these positions compared to women.

Overtime pay measures total overtime pay; paid-hours measures compare the number of overtime hours.

The data for **Mean Overtime Pay Gap** based on this methodology, is $0.61 for women employees for every $1.00 earned by men. The **Median Overtime Pay Gap** is $0.81 for women employees for every $1.00 earned by men.

Based on the assessment of overtime hours, the **Mean Overtime Paid Hours** for men is 5 hours more than worked by women annually. The **Median Overtime Paid Hours** for men is 4 hours more than worked by women annually.

Bonus Pay

BLG has separate bonus programs for each of our distinct job families – Lawyers, Paraprofessionals, Legal Support Services, and Business Services. Each bonus program has differing eligibility rules and targets. In 2025, 62% of men and 85% of women employees in B.C. received a bonus.

BLG's bonus programs are designed using a target bonus as a percentage of base pay. As a result, lawyer positions and more senior roles within BLG will increase an employee's bonus potential.

As previously mentioned, certain job families in B.C. are heavily dominated by women whereas senior leadership roles and lawyer roles have a more balanced distribution across genders. This gender distribution has influenced both the overall average and median bonus payments.

62% of men and 85% of women at BLG received a bonus.

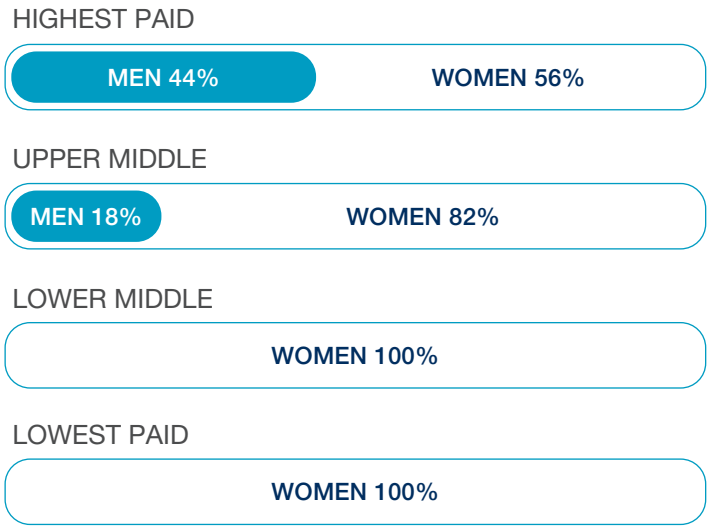
Mean Bonus Pay Gap results show a difference of $0.20 for women to every $1.00 earned by men.

The data for **Median Bonus Pay Gap** is $0.50 for women for every $1.00 earned by men.

Percentage of Each Gender Across Pay Quartiles

The following graph depicts the proportion of each gender category across pay quartiles with BLG's B.C. population.

The fact that women comprise 100% of the lowest paid and lower middle quartile reflects primarily the positions held and significantly skews the results. Among both the upper middle and highest paid quartiles, where both men and women are represented, the pay gap is minimal/not material.



At BLG, women occupy 56% of the highest-paid jobs and 100% of the lowest paid jobs.

Our Commitments

BLG has established fair and equitable practice in setting compensation and awarding bonuses to all Firm members that recognize their valuable contributions to the Firm. Our core values – specifically our value to protect our people-first culture, underpins everything that we do.

We recognize that maintaining gender pay equity and transparency contribute directly to fair and equitable workplaces across B.C. and all of Canada. We remain committed to maintaining and promoting pay transparency through annual pay gap analysis – both in this reporting and our own independent review.

Some of BLG's gender equity initiatives include:

- **Formal Compensation Programs** – which includes written policies, defined criteria, a thorough evaluation of performance by leaders, and a national moderation exercise to ensure consistency at all levels and across offices.
- **Annual Gender Pay Equity Analysis** – BLG is committed to continuing its annual gender pay gap analysis on an ongoing basis.
- **Affinity Groups** – Diversity and inclusion are part of our core values. Building a diverse workforce where Firm members see themselves reflected in the Firm and its leadership is at the core of our believes. We strive to build a culture of respect and acceptance that allows all Firm members to bring their authentic selves to work and support equity, diversity, and inclusion in the broader community. Our affinity groups focus on a variety of different aspects such as abilities, indigenous peoples, pride, race, and gender.
- **EDI Action Plan 2025-2028** – to create a diverse, high performing Firm with EDI leveraged for growth and competitive advantage amidst an inclusive culture where everyone can thrive, explore their career potential and feel like they belong. To achieve our vision, BLG's EDI objectives are set across four pillars that align to and support the Firm's business strategy – Firm composition, culture, clients, and community.



Canada’s Law Firm

Borden Ladner Gervais LLP is an Ontario Limited Liability Partnership.