# HARRIS & COMPANY LLP

## Pay Transparency Report

Harris & Company LLP is a workplace law firm based in British Columbia. We are committed to fair and competitive compensation practices and regularly review compensation using internal data and external market information, including industry benchmarking.

This report has been prepared in accordance with British Columbia's *Pay Transparency Act* using 2025 compensation data. One of the requirements of the *Pay Transparency Act* is that we may not report data which applies to fewer than ten people. This is a sensible rule since it protects the privacy of employees in the firm. However, in a firm of our size, this can also lead to misunderstandings about what the data shows.

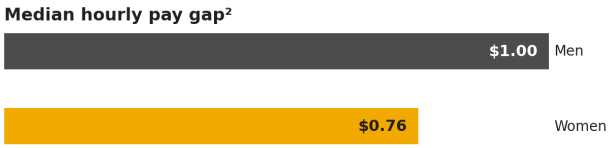
Under each of the data points included in this report, we have provided an explanation on how to understand this data to avoid misunderstandings.

## Employer details

| | |
|---|---|
| **Employer:** | Harris & Company LLP |
| **Address:** | 1400-550 Burrard Street, Vancouver, BC |
| **Reporting Year:** | 2026 |
| **Time Period:** | January 1, 2025 - December 31, 2025 |
| **NAICS Code:** | 54 - Professional, scientific and technical services |
| **Number of Employees:** | 50-299 |

## Hourly pay




**Mean:** Women's average hourly wages are 12% less than men's. For every dollar men earn, women earn 88 cents.
**Median:** Women's median hourly wages are 24% less than men's. For every dollar men earn, women earn 76 cents.

### Explanatory notes

The *Act* requires us to combine all employee groups together when reporting this number which results in a misleading statistic. The gender distribution of our support staff and non-lawyer managers is something we are not permitted to report on because of restrictions on reporting any data point below 10. We are proud to say that our lawyers are roughly balanced in terms of gender. Lawyers who are employees are paid a salary tied to their years of experience, so the gender distribution of our lawyers across years of experience combined with the fact that we have to group lawyers together with support staff and non-lawyer managers, is what is behind the mean and median hourly pay difference.

1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay of all employees, regardless of their job category. 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, taking all employees in the firm into account.. Hourly pay does not include bonuses and overtime.

**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]**

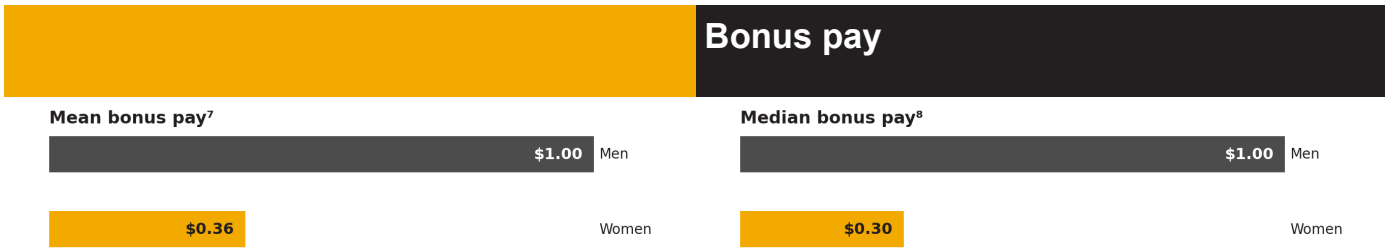
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**Median overtime paid hours[6]**

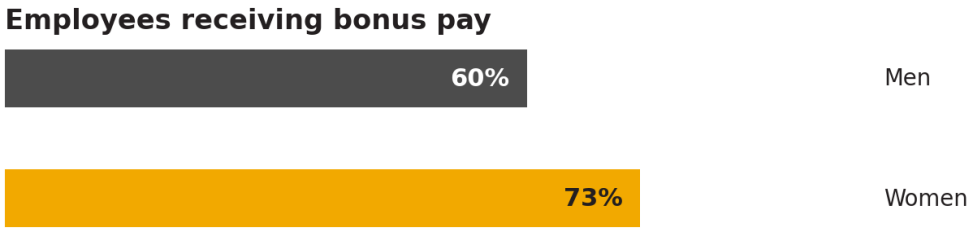
This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

**Percentage of employees in each gender category receiving overtime pay**

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




**Mean:** Women's average bonus pay is 64% less than men's. For every dollar men earn, women earn 36 cents. **Median:** Women's median bonus pay is 70% less than men's. For every dollar men earn, women earn 30 cents.

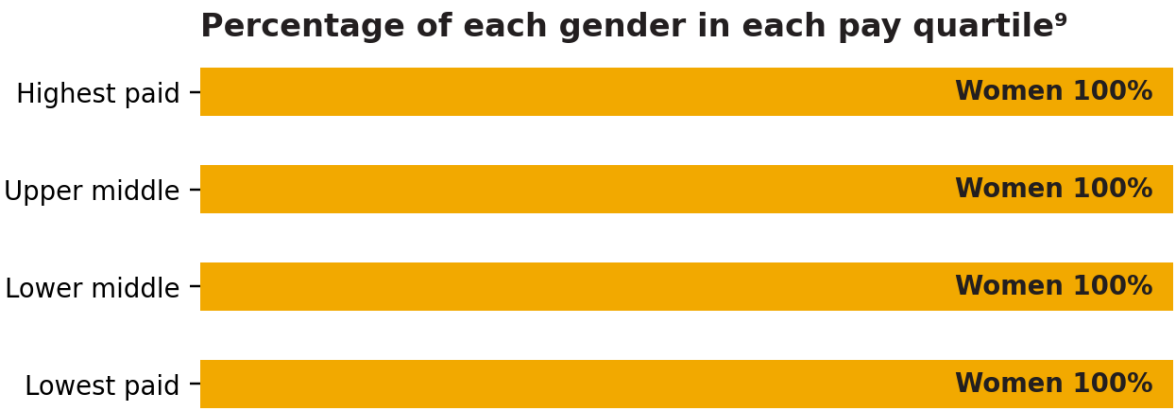



**Explanatory notes**

The *Act* requires us to report this statistic by grouping all job categories together. However, this data needs to be understood in the context of our different job categories. Lawyers account for the highest bonuses because bonuses are based on a percentage of salary, and lawyer salary is tied to years of experience. So this result is largely driven by the gender distribution of lawyers across years of experience

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.
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 quartile[9] |
|---|---|




The *Act* requires us to state: “In this organization, women occupy 100% of the highest paid jobs and 100% of the lowest paid jobs.” However, this is a very misleading statement because we are not permitted to report statistics that consist of less than 10 employees.

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

## Data constraints

**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.*