



**BC Pay  
Transparency  
Report**

## BC Pay Transparency Report

<b>Employer</b>	Themis Solutions Inc.
<b>Address</b>	4611 Canada Way, Burnaby, BC V5G 4X3
<b>Reporting Year</b>	2025
<b>Time Period</b>	January 1, 2024 to December 31, 2024
<b>NAICS Code</b>	513210: Software Publishers
<b>Number of Employees</b>	1,000 or more

We work to provide all employees at Themis Solutions Inc. (“Clio”) with equal opportunity to achieve their potential and excel in their career while recognizing individual impact.





## Total Rewards at Clio

Clio takes a holistic approach to compensation in order to attract and retain diverse talent. We ensure Clions are valued and motivated to do the best work of their careers by providing a comprehensive total rewards package that incorporates a combination of monetary and non-monetary elements, including compensation, perks & benefits, investing in our award winning culture, and more.





## Our Global Pay Transparency Philosophy

At Clio, we are committed to designing and building pay practices that are fair and equitable.

At Clio, we believe every Clion should be empowered to understand and own their unique Clio Career Path. Our global pay transparency philosophy is a key part of empowering Clions by connecting performance, impact, and growth trajectory to overall rewards. It also strengthens our shared accountability to ensure ongoing pay equity across the company.



## Our Global Pay Transparency Programs

In 2024, we went above and beyond local legislative requirements by introducing several global pay transparency initiatives. These included proactively sharing internal salary bands with employees and publishing salary ranges in all job postings worldwide.

Building on that foundation, in 2025 Clio launched our Voluntary Self-ID process. Participation in this process is at each individual's discretion, giving every Clion the choice to share personal demographic information. The insights gathered through Voluntary Self-ID will help us drive meaningful, equity-focused change—informing our programs, shaping inclusive career development, refining our hiring and retention strategies, and creating a more equitable workplace experience across various dimensions of diversity. This process also enables us to identify and address potential inequities in areas such as hiring, promotions, Total Rewards (compensation and benefits), pay equity, and retention, while recognizing where our practices are most effective.

We also maintain a dedicated annual cadence to review pay equity as part of our company-wide compensation review cycle. During this process, we evaluate pay bands against market data and identify and correct any pay gaps by considering key factors such as performance, role, and level. In addition, we assess pay equity throughout each Clion's journey—at the time of hire, during promotions, and beyond—ensuring that our commitment to fairness and transparency remains consistent at every stage.



## BC Pay Transparency Act

The Pay Transparency Act requires employers located in BC to complete and post a pay transparency report by November 1 of each year. The pay transparency report is intended to provide detail on the gender pay gap for employees in BC.

It is important to note that the methodology used to calculate pay gaps is set by the BC Government to ensure companies are reporting data consistently, and illustrates the unadjusted pay gap between genders. This Pay Gap methodology calculates the average pay gap between men and women, and does not account for critical factors that provide a more holistic illustration of pay, such as employee performance, type of role, and skillsets required.

Gender data in this report reflects information that individuals have voluntarily self-disclosed. We acknowledge that gender exists on a spectrum; however, the four gender categories included here are based on classifications required by the BC government and are consistent with our internal reporting practices. Employees provided their gender identity using the options: man, woman, non-binary, or prefer not to say / not declared. Due to minimum reporting thresholds not being met, the non-binary and prefer not to say / not declared categories have been excluded from this analysis.

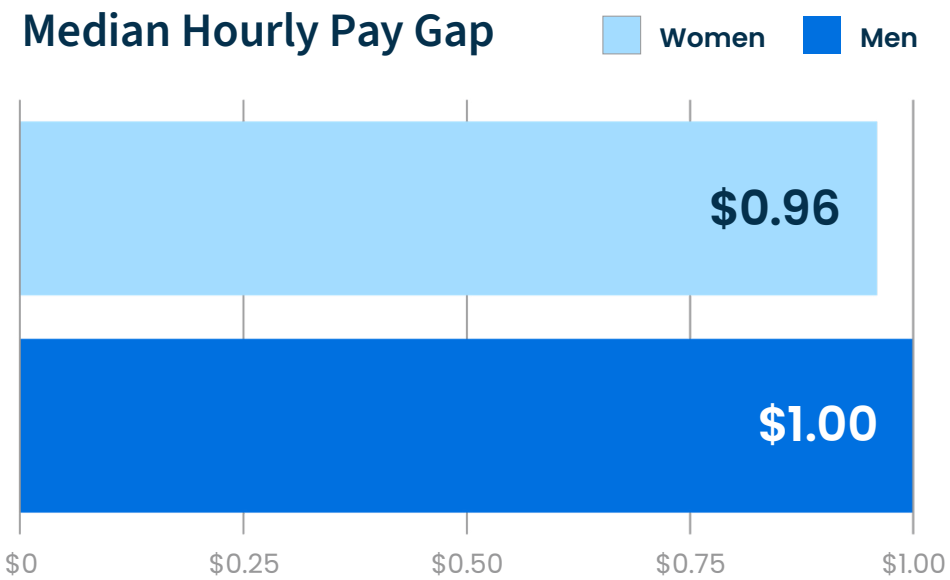
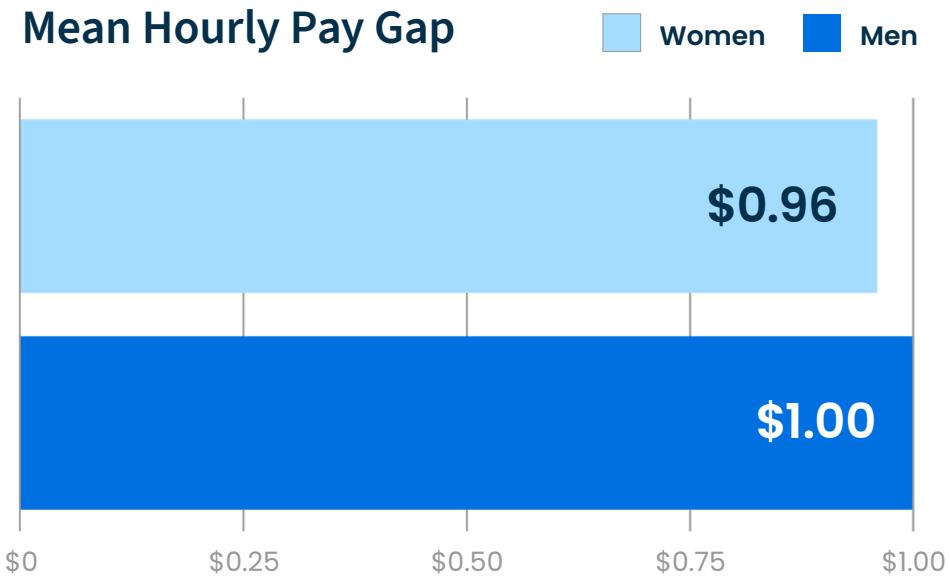
This report covers Clio's BC-based workforce from January 1 to December 31, 2024, and includes components such as hourly pay and bonus pay.

The unadjusted pay gap for the purposes of this report is represented as the mean and median pay gap between men and women.

**Mean** is defined as the average, calculated by adding all the numbers together and then dividing by the count of numbers.

**Median** is defined as the middle point in a set of numbers when they are arranged in ascending order.





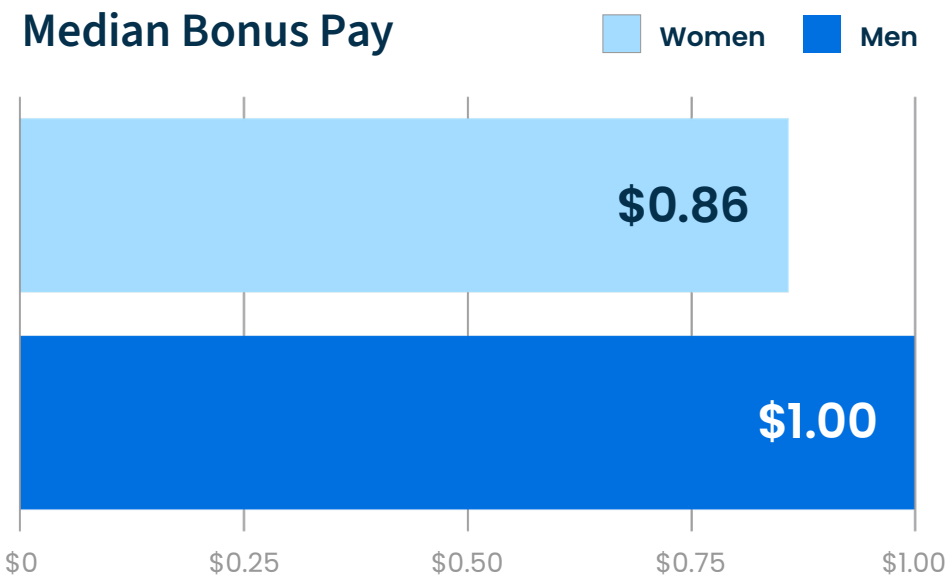
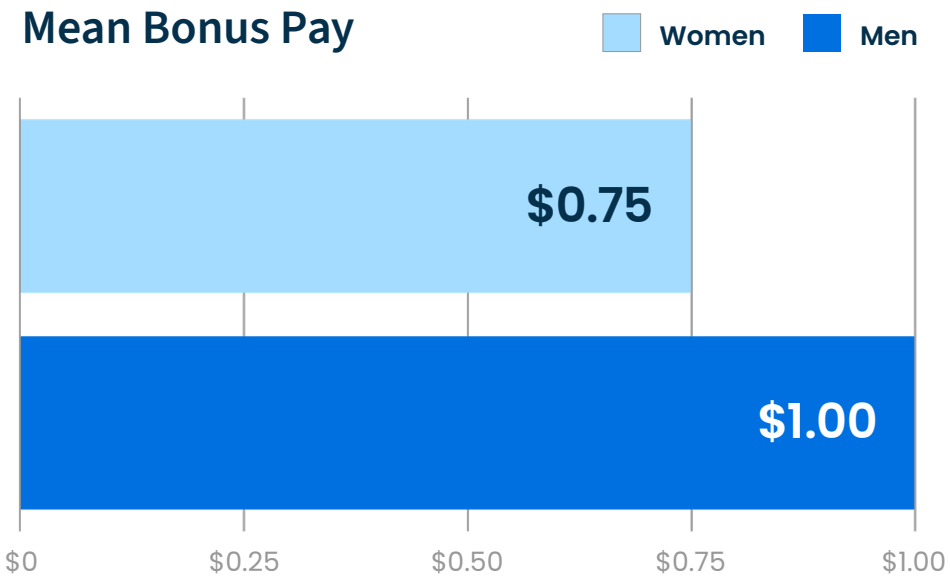
## BC Employees: Hourly Pay

In B.C., Clio has an almost equal representation of women and men, with 49% of the population made up of women and 50% made up of men. Among this group, 24% of women are in managerial positions compared to 22% of men.

At Clio, our salary ranges are an integral part of our commitment to pay equity. We create salary ranges by job profile and level, and ensure our employees are paid competitively by regularly updating our salary ranges using external market data.

Our analysis of hourly pay shows an unadjusted gender pay gap of \$0.04 (4%) in mean hourly earnings, indicating women earn 96 cents for every dollar earned by men. For median hourly pay, the unadjusted gap is also \$0.04 (4%).





## BC Employees: Bonus Pay

Clio’s salary ranges are built using total target compensation (TTC) market data, which includes both base salary and variable pay. We are committed to paying competitively from a total cash compensation perspective as not all of our roles are eligible for variable pay.

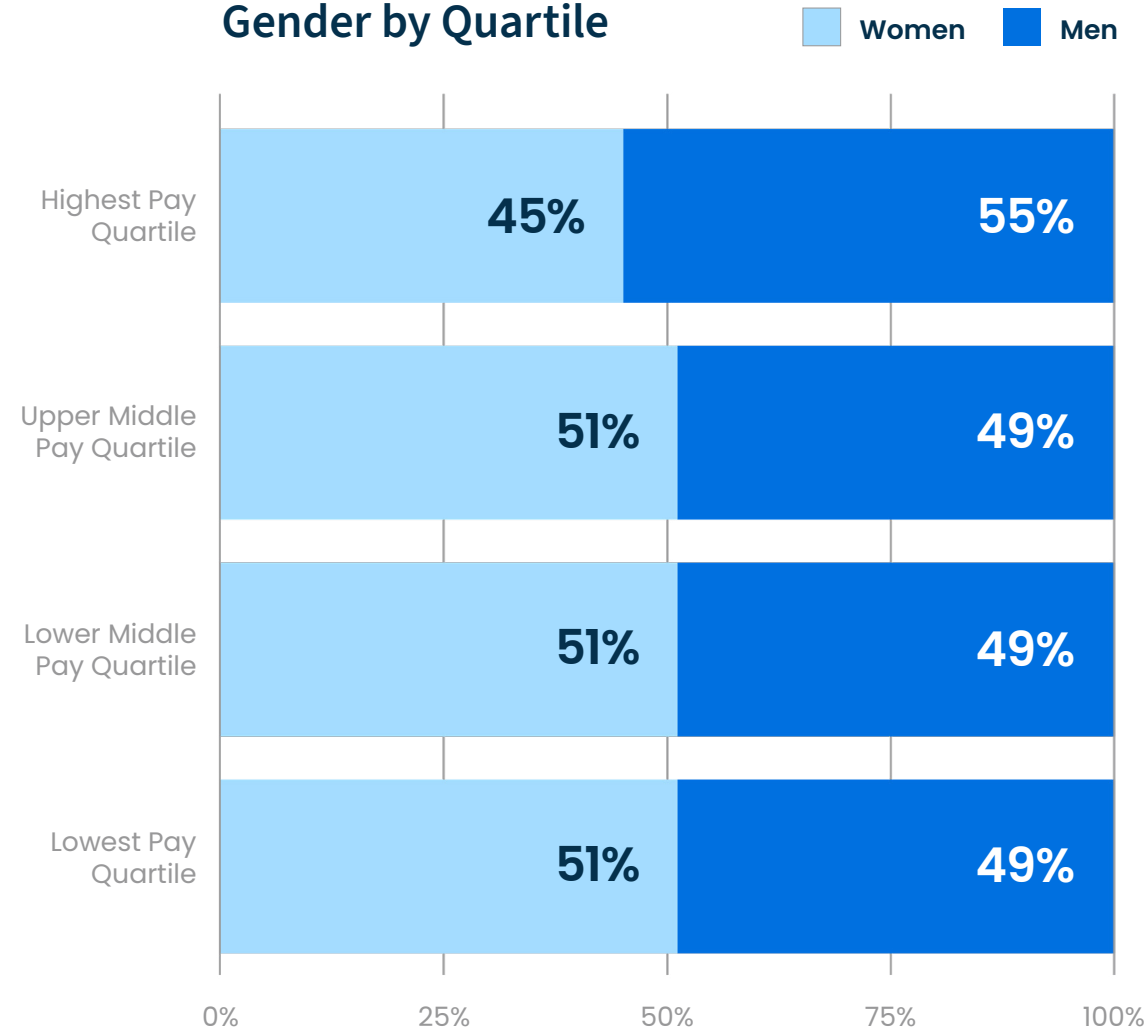
Variable pay applies to roles in Sales (with commission pay) and senior leadership positions at the Director level and above. There are also a few roles in other departments, such as Marketing, where variable pay is offered at various levels as a component of total compensation due to direct responsibility for revenue generation or marketing-qualified leads.

Bonus pay is tied to company performance, with bonus target percentages standardized by level. In contrast, our commission program is based on individual and team targets, with pay mixes standardized by role. For the purposes of the bonus pay gap calculation, all referral and discretionary bonuses paid out in the 2024 year have also been included.

Across our B.C. employee base, 62% of women received a bonus payout, compared to 71% of men who received a bonus payout in 2024. This difference is driven by the distribution of genders across Sales roles: 68% of Sales employees are men and 32% are women, and all Sales positions at Clio are eligible for variable compensation. This role distribution increases the overall percentage of men eligible for bonus pay. Our analysis of bonus pay shows an unadjusted pay gap of \$0.25, or 25%, in mean bonus earnings. For median bonus pay, the unadjusted pay gap is \$0.14, or 14%.



### Percentage of Each Gender by Quartile



## BC Employees: Percentage of Each Gender in Each Pay Quartile

The graph below shows the percentage of women and men in each specified segment (pay quartile), based on employees' hourly rate of pay, 55% of men occupy the highest pay quartile compared to 45% of women. This is due to a higher number of men occupying Engineering roles, which make up 50% of all employees in the highest pay quartile. However, of that 50%, 79% are men and 21% are women. Across all other pay quartiles, there is a slightly higher representation of women vs. men.



