



Diversity at Osler

2021 Year in Review

Creating a vibrant workplace and
community out of our diversity

OSLER

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The past year presented us with a valuable opportunity to take stock of where we can make a greater contribution to fostering diversity and inclusion in the legal profession. In 2021, we took additional steps to ensure that we benefit both now and in the future from the full range of talent in our communities across Canada.

Shuli Rodal
Chair, Osler Diversity Committee (2021)



Shuli Rodal
Chair, Osler Diversity Committee (2021)
Chair, Competition/Antitrust

Message from Osler's Diversity Committee Chair

Through 2021, we collectively continued to navigate the global pandemic, as well as the economic, social and cultural challenges and opportunities we are experiencing as a society. As we come to the end of a second year of working together – but still necessarily apart – it has never been more important to identify and nurture that which enables a workplace to instill a sense of belonging and fulfillment.

Ensuring that every member of the firm feels respected and valued remains a fundamental goal and part of our identity. Over the past year, we have continued our efforts to identify barriers to inclusion and to take steps to address those barriers. Amongst other initiatives, we completed the pilot of our Advancement of Women Lawyers program, and the program is now in its second year.

Despite the fact that the continuing pandemic kept us apart for much of the year, we found novel ways to stay connected and support one another. The firm, including through the valuable efforts of our legal professional resource groups (LPRGs), organized regular thought-provoking and engaging events that advanced our ongoing dialogue around diversity, equity and inclusion in our offices, our industry and in our broader communities. Together with all Canadians, we joined in the renewed focus on reconciliation with Indigenous peoples following the discovery of unmarked graves at former residential schools.

Our diversity and inclusion efforts have also expanded regionally, enriching the dialogue and connection across the firm as whole. In 2021, we formalized the Osler Calgary Diversity Committee, which has engaged in

important initiatives including partnering with our LPRGs and external Indigenous and LGBTQ2S groups in the local community. In the pages that follow, we invite you to read about the important work our people are doing within the firm, with clients and out in the places where we live and work.

The past year also presented us with a valuable opportunity to take stock of where we can make a greater contribution to fostering diversity and inclusion in the legal profession. In 2021, we took additional steps to ensure that we benefit both now and in the future from the full range of talent in our communities across Canada. In addition to carefully evaluating our own recruitment practices, we have invested in diversity scholarships and sponsorships at a number of Canadian institutions. We are proud to have joined with other firms and Canadian businesses in establishing new initiatives such as Avenue and Black Future Lawyers.

With a committed partnership, and a willingness to listen, learn and contribute, I am confident that we will continue to progress in building a truly diverse and inclusive firm for the benefit of those here today, and those who will join us in the years to come. We all stand to gain from firm members having the opportunity to flourish, develop and weave their own unique thread into our growing tapestry.



Doug Bryce
National Managing Partner

Message from Osler's National Managing Partner

Our dedication to teamwork, to each other and to our clients is at the heart of our identity as a firm. With offices separated by thousands of kilometres, located in diverse communities with their own unique make-ups and histories, we owe much of our success to our collaborative “one firm” approach. We know our workplace culture must reflect our broader society in order to understand and serve our clients, people and communities best. Embracing diversity as a cornerstone of our values not only amplifies important viewpoints and fosters innovation in the face of difficult and complex questions, but is also simply the right thing to do.

Beyond our internal efforts to make Osler a more inclusive place where all of our people can develop and flourish, we have widened our focus on the future of our firm. In partnership with industry, community organizations, universities, law schools and other stakeholders, we are helping to remove barriers that prevent talented students from entering the legal profession in the first place, long before they arrive at Osler. These programs, scholarships and other initiatives will reap benefits well into the future and in ways we are only beginning to imagine.

I am immensely proud of the work our Diversity Committee has accomplished over the past year. As we all continued to face challenges brought on by the pandemic, they found new ways to keep us connected and supported through

social events, mentorship opportunities and other vital activities. They also provided avenues and forums for us to listen, discuss and learn, so that we could become better allies for each other and in the challenges that still lie before us.

Though this annual report offers us a chance to celebrate our accomplishments, it also reminds us of the long road ahead. Our goals of increasing diversity, fostering an environment of inclusion for all and progressing towards true equity of opportunity – both within the firm and in the communities where we live and work – will perhaps always be works in progress, but our firm members are deeply committed to continuing our progress.

Our Diversity Mandate

Supporting diversity and inclusion is at the core of our firm, reflected in how we support our clients and the communities in which we work, live and recruit our talent, and most importantly in our longstanding commitment to building a workplace where talented people with diverse viewpoints, characteristics and backgrounds can come together to deliver the highest quality legal services.

We were one of the first law firms in Canada to establish a formal Diversity Committee and Diversity Mandate, which is to promote diversity in our firm, within the framework of our culture of excellence and merit. In addition to this primary mandate, we also aim to promote diversity in support of our relationships with our clients and in the institutions and communities from which we recruit our talent.

Our culture is one of mutual respect and collaboration; it values and celebrates diverse viewpoints and backgrounds. We believe our diversity in views, ideas and perspectives positively informs our services to clients and reinforces our commitment to each other, as we work to create internal programs and policies that promote an inclusive environment. We strive to attract, retain and promote lawyers and staff who are the best at what they do and who reflect the diversity of our communities.

Our commitment to diversity also reaches well beyond our firm. We are involved in a wide range of external initiatives to promote diversity and inclusion within the communities we serve, often in conjunction with our clients and in support of their goals.



In support of our clients

We know how important diversity is to our clients and believe we share a common mission to build a diverse and talented workforce supported by an inclusive and welcoming environment. We see our diversity objectives as a reflection of our clients' goals, and we promote these diversity aims through our external support and internal actions.

By embracing differences, not only do we offer a better work environment, but we also deliver better offerings to our clients. We believe that diversity drives innovation, which enables us to find new solutions to complex problems and provide the highest quality legal services through a broad range of perspectives.

Our diversity work is a continuous and collective effort, and we strive to keep our clients updated on our progress. Some of the ways we communicate our diversity efforts to our clients and a sampling of the initiatives we have developed to support their goals are outlined below.

General Counsel Dashboard

As part of our service to our clients, we offer the Osler General Counsel Dashboard, a unique reporting tool that enables us to report on gender diversity at Osler at the matter level to help support our clients' diversity objectives both strategically and in a measurable manner.

Diversity Disclosure Practices Report 2021

In 2021, we published our seventh annual *Diversity Disclosure Practices Report*, offering an updated snapshot on the representation of women in leadership roles in corporate Canada. New disclosure requirements introduced under the *Canada Business Corporations Act* (CBCA) in 2020 broadened the range of corporations required to provide disclosure regarding women in leadership positions and added new requirements for disclosure regarding members of visible minorities, Indigenous peoples and persons with disabilities. These are reflected in the report. As in previous years, the report also provides detailed disclosure on TSX-listed companies to show year-over-year comparisons.



Board Diversity Policy Template

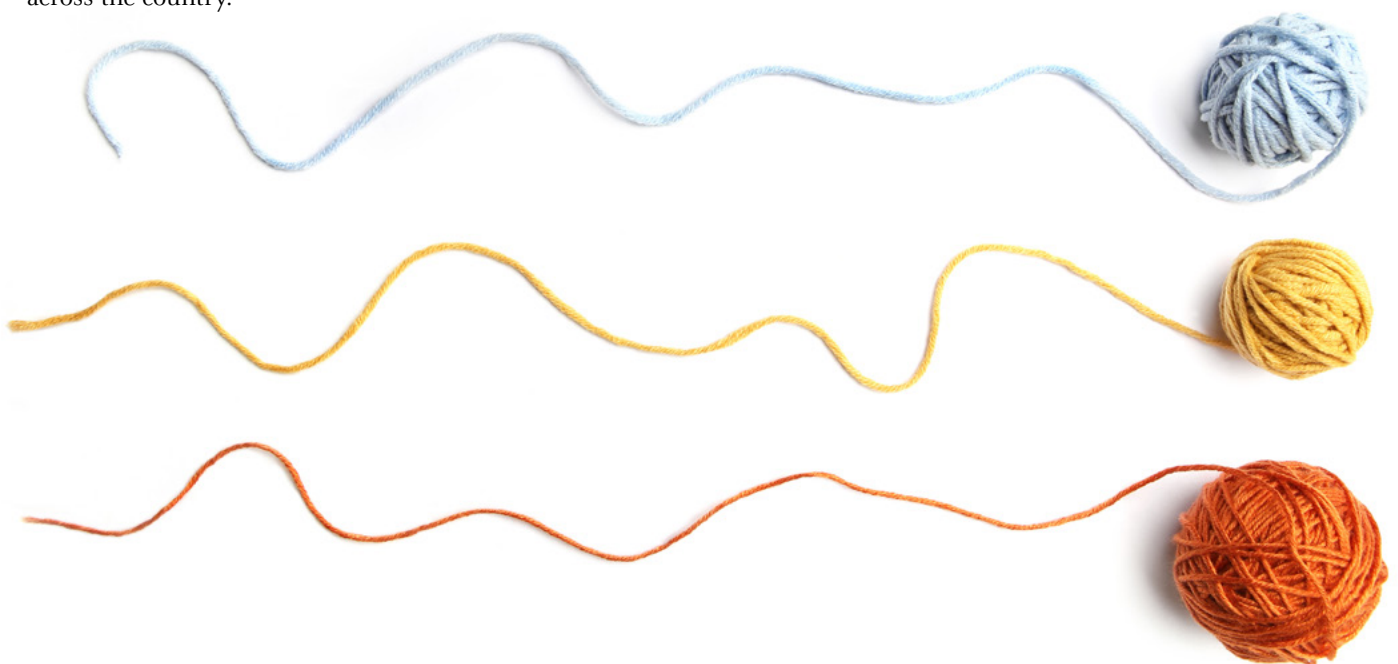
To support industries' and clients' diversity efforts, we offer a complimentary Board Diversity Policy Template. Developed in conjunction with the Institute of Corporate Directors, this template helps organizations address gender diversity by adopting a written policy respecting the representation of women on the board. In addition, the policy can be customized to address the CBCA disclosure requirements with respect to the representation on the board of Indigenous peoples, persons with disabilities and members of visible minorities, as well as other diversity characteristics.

Women General Counsel University

Osler is proud to partner with Women General Counsel Canada (WGCC) in support of the launch of their General Counsel University (GCU). The GCU program is committed to providing a curriculum for GCs at every stage of their career that will enhance their contribution to the C-suite and help them advance business at their organizations. Osler is participating in sessions on strategic leadership and design thinking for GCs.

In October, Jennifer Thompson, the Head of Osler Works – Disputes, and Gillian Scott, partner, Innovative Products, presented a Design Thinking workshop for GCU. In December, Shuli Rodal, Chair, Competition/Antitrust, and Janette Canvin, Chief Legal Talent Officer, led a session on the Art of Feedback, where leaders learned strategies to build performance without sacrificing relationships. Closing out the year, Sandra Abitan, Managing Partner of Osler's Montréal office, and Lori Gauld, Director, Learning Initiatives, presented on DiSC, a self-awareness tool and a framework for working effectively with different behavioural styles.

Despite the remote structure of the sessions, participants maximized the use of Zoom's "Chat" function to engage actively, receive immediate feedback and join in the dialogue. The groups included GCs and legal department leaders from across the country.



Commitment to gender diversity

A legacy of women leaders

Our commitment to embracing gender diversity is rooted in our history and integral to who we are as a firm. We are proud to have cultivated a rich legacy of strong leadership by women that began when Osler was one of the first corporate law firms in Canada to admit a woman, Bertha Wilson, to its partnership ranks more than 50 years ago. Wilson would represent many firsts in the legal profession, including becoming the first woman appointed to the Supreme Court of Canada. Her monumental career as a lawyer and in the judiciary has inspired so many women who have followed in her steps. She is just one example of women in leadership at Osler and our ongoing dedication to supporting women in taking on senior leadership roles.

This year we celebrate the career and contributions of Dale Ponder, National Co-Chair, who retired from Osler at the end of December 2021. Before becoming Co-Chair, Dale led Osler as our National Managing Partner and Chief Executive from 2009 to 2016. Dale actively created an environment that fostered a culture in which women were encouraged to pursue leadership opportunities. When she assumed the role, Dale was the only woman in the country to serve as chief executive of a major law firm and is still among the very few women lawyers to have led a business law firm in Canada. Maureen Killoran, QC, succeeds Dale, taking over the role of National Co-Chair, effective January 1, 2022. Maureen, who practises out of both the Calgary and Vancouver offices, was formerly Office Managing Partner in Calgary from 2011 to 2017, and is a member of the firm's Partnership Board. A trusted advisor to clients in Western Canada, Maureen is regarded as one of the nation's top litigators.

We have five Office Managing Partners, two of whom are outstanding women – Sandra Abitan in Montréal and Donna White in Ottawa. Our five most senior administrative positions (Chief Operating Officer, Chief Client Officer, Chief Marketing Officer, Chief Legal Talent Officer and Chief Human Resources Officer) are also held by women.

A number of the firm's departments and practice groups are managed by women, including one national department that is among the firm's largest business lines – Sonia Bjorkquist chairs our National Litigation Department. Janice Buckingham has been in charge of our Energy/Oil and Gas specialty group for many years. Andraya Frith runs our Franchise and Distribution Practice, Wendy Gross heads our Technology and Outsourcing Practice, Jacqui Code chairs the Research Practice, Andrea Boctor chairs our Pensions & Benefits group and Shuli Rodal, our Diversity Committee Chair, leads our Competition and Foreign Investment Practice.



We are also extremely proud that several of our women lawyers have been appointed to the country's top courts, including the Supreme Court of Canada. Monica Biringer, the past Co-Chair of our National Tax Group, was appointed as a judge of the Tax Court of Canada in 2021.

Commitment to the 30% Club

Osler is also a long-time member of the 30% Club. Our Partnership Board (equivalent to a company's board of directors) has set the mandate that at least 30% of its members be women and has implemented a guideline that women comprise at least 30% of the partners on our Compensation Committee. Currently, 5 of the 12 members of the Partnership Board are women, and our Operations Committee consists of 7 women and 12 men.

How we support the advancement of women

Our work to further the advancement of women within the firm and the legal profession is an ongoing priority. Throughout 2021, we supported numerous initiatives to promote the advancement of women within Osler, our industry and the broader communities we serve, including events hosted by the Osler Women Lawyers' Network, which you can learn more about on page 30.

Advancement of Women Lawyers initiative

Our Partnership Board has determined that the advancement of a greater percentage of women into our partnership is a strategic priority for the firm, with the overall objective of greater gender parity. In support of this goal, we have committed significant resources to a multi-faceted Advancement of Women Lawyers program that includes mentoring, coaching and training, among other things.

This initiative helps to identify and dismantle obstacles that hinder inclusion and focuses on implementing targeted and tailored strategies to enable Osler to retain women lawyers, promote women associates to partner and advance women partners into leadership positions within the firm. The first year of our program, which included 28 participants, wrapped up in summer 2021; another group is now participating in the program's second year.

Removing obstacles to success

We understand that working parents have enormous responsibilities and must constantly juggle both work and home life. We have established a suite of flexibility options designed to foster an inclusive workforce as well as promote balance between career and family demands. These policies and programs are outlined on page 13.

Gender Work Allocation Report

Osler's Gender Work Allocation Report provides partners with an individualized summary indicating the number of hours that associates spent on their various files over the past year, broken down by gender. The report also shows the gender breakdown of the associates in the partner's practice area and office as well as across the firm, so that the partners can see the percentage of hours spent on their files by women associates and compare that to the percentage of women associates in their department and office as well as in the firm as a whole.



Representation of women at Osler

As at December 31, 2021

Women hold



63%
of **chief executive**
positions



38%
of positions in the
partnership and operations
committees

As at December 31, 2021

Women represent



43%
of all
lawyers



30%
of all
partners



52%
of all
associates

Between 2014 and 2021



43%

of our **new partners**
at Osler were women

Internal diversity initiatives

We are dedicated to developing innovative policies and opportunities that promote diversity and inclusion within the firm. Our practices, procedures and employee programs are aimed at fostering a work culture that promotes equality and inclusion and ensures that all individuals who work at Osler are treated with dignity and respect.

Policies

Osler has a number of policies in place to support an inclusive and healthy work environment, including our fundamental policy on diversity and inclusion, which has been in effect since 2014:

- Diversity & Inclusion Policy
- Respect at Work Policy
- Accessibility Standards for Client Service and Integrated Accessibility Policy
- Gender Identity and Sexual Orientation Policy
- Personal and Family Relationships Policy
- Fitness Reimbursement Policy (significantly upgraded in 2021 to support diverse and virtual approaches to maintaining personal well-being)

Employee benefits and programs

Osler's employee benefits and programs are designed to support an inclusive workforce as well as to promote balance between career and family demands.

- **Pregnancy/Parental Leave Buddy Program for associates:** Both women and men receive guidance and support before, during and after maternity or parental leave to help them stay connected to Osler activities and assist in the transition back to full-time practice.
- **Pregnancy/Parental Leave Benefits for associates:** For eligible associates, the firm provides a salary top-up of the lawyer's pregnancy leave benefits for up to 17 weeks. In addition to pregnancy leave benefits, the firm will top up the parental leave benefits for birth mothers for up to an additional four weeks for a total of 21 weeks. For non-birth parents of new children or parents of adopted children who take parental/adoption leave, the firm provides the equivalent of the lawyer's salary for up to four weeks. Eligible staff and law clerks receive top-up benefits for up to six weeks.
- **Alternate Track Policy:** Osler's non-partnership career advancement track offers greater flexibility and work-life balance to our lawyers with family or other external commitments.

- **Hoot Reading:** The virtual tutoring service Hoot Reading was introduced in 2021 to help parents and their school-aged children develop their basic reading and comprehension skills. Firm members receive a significant discount on the tutoring services provided.

Supporting our people

Part of offering an inclusive environment includes providing all of our members with the tools and support they require to succeed. To better deliver on this support, we implemented various initiatives over the past year. This insight will inform our ongoing diversity and inclusion activities. We also expanded our mental health offerings to increase our support within Osler in an especially challenging year.

Biennial demographic survey

Since 2012, we have been conducting regular internal demographic surveys to take a snapshot of our workforce – broken down by gender, sexual orientation, racialized status and other characteristics. Our surveys are conducted through a third-party provider to ensure the confidentiality of information submitted. Our survey includes an inclusion section seeking information from firm members inviting open ended responses on how they are experiencing the firm and its culture. The results of the survey help us to continually track and measure diversity within the firm and develop initiatives to advance our diversity and inclusion efforts as we continue to learn and grow.

Mental health and wellness support

Over the past year, the effects of the pandemic have taken a significant toll on everyone's health and mental well-being, with additional challenges for families and individuals relating to isolation, caregiving and addressing uncertainty and change. Recognizing the amplified need for additional mental health support during this challenging time, we offered our firm members access to various resources and programs to help them maintain their personal well-being and get the care and support they need, including through health and self-care resources, a revised fitness reimbursement credit and mental wellness programs.

Bell Let's Talk – BEACON webinar

In recognition of Bell Let's Talk Day, all firm members were invited to a webinar entitled "Let's Talk... About the things that make you happy." The webinar was hosted by our friends at BEACON and conducted by Dr. Krush Amaria, a clinical psychologist at MindBeacon. The webinar included conversation about values, taking positive action and living a more resilient life. More than 70 firm members attended the webinar.

Osler Mental Health Week

Osler's Mental Health Week was held in May in conjunction with the Canadian Mental Health Association's annual campaign. We were reminded of the importance of paying attention to how we are feeling and dealing with various



challenges. The week commenced with a workshop offered by Osler's Career Development Officer which outlined the importance of resilience and some practical techniques for enhancing it. Beth Beattie from the Ministry of Health delivered a powerful talk on mental health in a legal workplace, telling her own story about disclosing her bi-polar disorder and discussing issues related to revealing or concealing mental health issues at work.

Mental wellness supports

Our firm members have access to a variety of resources and programs to help them maintain their physical health, preserve their personal well-being and receive the mental health support they need. Supports for firm members include access to health and self-care resources, a revised wellness/home office reimbursement program and multiple mental wellness programs.

Firm members and their eligible dependents have access to various resources and programs throughout the year:

- LifeWorks (formerly Morneau Shepell) Employee and Family Assistance Program (EFAP)
- Osler's Mental Wellness Account (managed by Manulife) to help offset the cost of professional services of licensed psychologists, psychotherapists and clinical counsellors
- A guided online Cognitive Behavioral Therapy (CBT) program with MindBeacon (Toronto only), including access to a new health anxiety and managing stress module relating to the COVID-19 pandemic
- Health and wellness resources on our intranet, and our ongoing Virtual Wellness Wednesday program that offers weekly webinars on various wellness topics
- Dialogue's mobile medicine platform, including additional mental health supports, for associate lawyers across the firm

Wellness/home office reimbursement program

To help support firm members' changing needs while working from home during the pandemic, the firm significantly revised and updated its Wellness/Home Office Reimbursement Program. The upgraded benefit provides reimbursement to firm members for at-home fitness equipment and virtual fitness, and health-related products and services that support individual well-being. Eligible expenses now include online classes, meditation apps, office chairs, desks, monitors, keyboards, printers and shredders.

Spotlight

Lawyers of tomorrow

Change doesn't happen overnight. Lasting transformation comes from sustained investment and collaboration. Some of Osler's young lawyers – each dedicated to increasing diversity in the profession, continuing the progress we've made so far and making Osler a place where the lawyers of tomorrow can succeed in their own ways – share their perspectives.



“Building up the infrastructure of OBLN and the Diversity Committee, we’re working to fix the pipeline problem and increase Black representation in the legal profession. The buy-in is institutionalized, not just on one person’s or one group’s shoulders; we can hold more events and outreach, increase mentorship to young people, and demystify and redefine what it means to be a lawyer, knowing the support is there. Leadership at the firm also knows we’re not immune to systemic problems that exist in society and in the law, and are eager to learn and grow. I was hesitant about going into corporate law because I wasn’t sure if it would be a place where I would fit in as an immigrant and as a Black person. But I can show up here as my full self, and that’s really important for people of colour. I went to law school to change the world, and people have bent over backwards to show me how I can marry the law and my passions, and to ensure I feel supported in that.”

**Abigail Ywaya**

Associate, Litigation and
Employment & Labour, Vancouver

“Co-founding a local diversity committee in Calgary earlier this year has allowed me to meet and collaborate with people and groups I wouldn’t otherwise know. As a member of the Osler Pride Network, I realized that working out of the smaller Calgary office, I could work with local members of other LPRGs and we could help each other out. It’s given me an opportunity to be involved in a variety of different things, from a new scholarship for an Indigenous artist that grew out of our original plans for Indigenous Peoples Day to an Asian-Canadian film screening event. Our activities help increase engagement with the wider community and have contributed to a new perspective on my own legal practice.

“To continue to improve diversity in the profession, we’re focusing not only on making Osler a welcoming environment for all firm members, but also on encouraging and helping more young people to attend law school. The work we’re doing now with scholarships, volunteering and other events will show future lawyers that this is a safe space where they can see themselves down the road. Whenever I talk to students, I like to highlight that. It’s something we take seriously as a firm.”



Jesse Baker

Associate, Regulatory, Environmental,
Indigenous and Land, Calgary

“Before coming to Osler, I worked with two United Nations organizations where people from around the world, with different skin colours, beliefs and cultures, came together to collaborate. With the diversity at our firm, I see a similar dynamic of interconnectedness. I can work with colleagues across offices and practice areas in a supportive setting where they genuinely value my learning and professional development.

“There’s a ripple effect when we build connections and solidify relationships with each other and with organizations like the Federation of Asian Canadian Lawyers (British Columbia), of which Osler APAN is a Gold Sponsor this year. I’ve gained so much support from being involved in this network, and I know that moving forward, I’m able to give back to my community and continue to foster a more positive, inclusive environment, with even stronger mentorships for other Asian lawyers who come after me.”



Jenny Lee
Articling Student, Vancouver

“Becoming a lawyer after my previous career as a scientist was certainly daunting. But conversations during the interview process with my now-colleague who went through a similar career change gave me a really good sense of what to expect and how to navigate that change. I think that the key thing is feeling comfortable enough to talk to people – be it family-related, law-related or about any other issues – and I have that at Osler. I definitely feel supported on all levels.

“It’s very important to see others in similar circumstances, who have gone through the same or similar challenges and who can provide a support network and mentorship. As an associate lead of OBLN, I’m excited to continue discussing diversity issues as a necessary step toward concrete progress. We want people to see that they can take that leap to change careers or go into a field where they might not know anyone, if they see others who have done it before them.”



Rama Panford-Walsh

Associate, Intellectual Property,
Ottawa

Supporting our future lawyers

Part of our commitment to diversity is ensuring that our profession's future leaders have the support they need to succeed. This involves contributing to diversity efforts within our legal communities and opening doors to new opportunities for students by breaking down barriers to recruitment, retention and advancement.

University scholarships

As a firm, we are dedicated to increasing diversity in the legal profession. To do that, we must address various systemic barriers that prevent young people from entering law school. Below are some of the scholarships and programs we are proud to sponsor.

Osler Diversity Scholarship

In 2018, we established the Osler Diversity Scholarship Program for eligible second-year law students. This annual program provides up to two \$2,500 scholarships each year to law students who, like us, seek to promote diversity and inclusion.

Osler, Hoskin & Harcourt LLP Award for Black or Indigenous Law Students

Osler has committed \$50,000 over five years to establish the Osler, Hoskin & Harcourt LLP Award for Black or Indigenous Law Students at the University of Calgary Faculty of Law. The scholarship will be awarded annually to an Indigenous or Black undergraduate student entering the Faculty of Law, J.D. Program. The recipient will also have the first right of refusal for a paid summer internship with Osler and/or its corporate partner, Inter Pipeline Ltd. With the support of the U of C's Faculty of Law, the focus of the program is on removing barriers for Indigenous and Black students in applying to and participating in law school by providing financial and mentorship support.

Honourable Lionel Jones Memorial Endowment in Law

We are also proud to announce our contribution of \$20,000 over two years to the Honourable Lionel Jones Memorial Endowment in Law at the University of Alberta Faculty of Law. The award honours the second Black person to graduate from the U of A's Faculty of Law and the first Black person to be appointed as a judge to the Provincial Court of Alberta and subsequently as a justice to the Court of Queen's Bench of Alberta. The endowment was established to promote racial diversity, equality and inclusion, and to provide support for students in the Faculty of Law who self-identify as Black, Indigenous or Persons of Colour (BIPOC).



2021 Indigenous Artists Award

Osler also sponsored the Osler, Hoskin & Harcourt LLP 2021 Indigenous Artists Award at the Alberta University of the Arts. Indigenous students and new graduates of AUArts submitted their art for a chance to win an award of \$3,000 (or two awards of \$1,500), to be selected based on merit by an awards committee. The award winners' artwork was auctioned off within the firm, with the proceeds going to two Indigenous-related initiatives jointly selected by the winners and Osler: the Aboriginal Friendship Centre of Calgary and the Bear Clan Patrol of Mohkinstsis/Calgary.

Ryerson University

Osler has committed \$25,000 over five years for a scholarship at Ryerson University. This entrance award is intended for a student in Ryerson's J.D. program who identifies as a member of a historically disadvantaged group as defined by the Ontario Human Rights Code, and demonstrates financial need and high academic achievement.

Western University

Osler has pledged \$20,000 over five years to fund a scholarship at Western University for a full-time student in second-year law with strong academic achievement and need for financial support, with preference to deserving students who self-identify as Black, Indigenous (First Nations, Inuit or Métis) or a member of a racialized group.

University of British Columbia BLSA

Our Vancouver office partnered with UBC BLSA to support a program that provides financial assistance and access to LSAT study courses to students who are interested in writing the LSAT, but are unable to access the study courses due to financial hardship.

Indigenous Law Student Summer Employment Program

Facilitated by the Law Society of Alberta, this employment program helps the legal profession gain deeper insight into Indigenous culture and issues while providing law firm work experience to Indigenous law students. Osler's Calgary office has participated in this program for a number of years to help foster ongoing relationships between Indigenous students and practising lawyers. Katie van der Sloot, who completed two summer terms, articulated, and is now a first-year associate, joined the firm through this program.

Three paid volunteer days for diversity and inclusion

Across all offices, our summer students were provided with three paid volunteer days to give back to an organization in their community that supports Osler's diversity and inclusion objectives.

Pro Bono Ontario

The Toronto summer students partnered with Pro Bono Ontario and shadowed Osler's volunteer lawyers during their shifts at the Pro Bono Ontario hotline. Osler is proud to support pro bono initiatives and we are so happy to have shared our commitment to giving back with our students.

Summer Public Interest Advocacy Program (SPIAP)

Students participating in SPIAP spend the first part of the summer at the firm in Toronto and the latter part of the summer, paid by Osler, working for a firm-sponsored public-interest group or other entity that is involved in advocating for issues affecting women, racialized groups, the LGBTQ2S community or other diverse groups.

Alannah Safnuk, a summer student in Osler's Toronto office, participated in the program and split her time between working at Osler and working for the Rainbow Railroad, a global, not-for-profit organization that helps LGBTQI+ people escape state-sponsored violence.



Legal Professional Resource Groups

Over the past several years, our LPRGs have played an integral role in our commitment to diversity and inclusion – and 2021 was no exception. Developed by and for members of the Osler community under the umbrella of our Diversity & Inclusion Policy, our LPRGs are driven by legal professionals who bring their shared experiences and backgrounds to the table to assist colleagues by providing social networking, professional support and business development opportunities.

Currently, there are five LPRGs: the Asia-Pacific Affinity Network, the Osler Black Lawyers' Network, the Osler Pride Network, the Osler South Asian Network and the Osler Women Lawyers' Network.

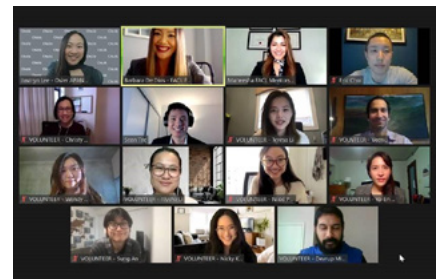
Throughout 2021, our LPRGs organized various virtual – and some in-person! – events that promoted a sense of community and collaboration and enabled members to develop their networks, get involved in mentoring and access professional development support. During the pandemic, our LPRG Associate Leads and Partner Supports pivoted their outreach and found creative ways to reach out to members to ensure everyone stayed connected through online discussions, virtual coffees and shared meals, online game nights and other events.



Asia-Pacific Affinity Network (APAN)

APAN supports employees with cultural, ethnic, professional and other links to the Asia-Pacific region through professional development and networking opportunities. Over the past year, APAN shifted its events to a virtual format to ensure members had a way to connect and get support.

- Co-led by Jasmyn Lee and Eric Choi, APAN once again collaborated with the Federation of Asian Canadian Lawyers (FACL) to hold the annual FACL-APAN Speed Mentoring Event on February 24. This year, the event was hosted virtually through Zoom. Nearly 100 attendees were welcomed by the event planners and heard opening remarks from Richard Wong and Gerald Chan, before entering into the mentorship portion of the event. This event gives students the opportunity to expand their professional networks and to make valuable connections with prominent members of the legal profession. We thought it was important for mentees to meet a number of mentors, while also having meaningful conversation, so participants were separated into breakout rooms to have one-on-one conversations, and every 15 minutes mentees rotated to a new room to meet another mentor. The event was a massive success, full of community, connection and mentorship, all of which are critically important for growth in a legal career, especially given the impact of COVID-19.
- Since APAN members were not able to gather in person during the first half of 2021, APAN hosted virtual bubble tea parties to help ensure its members stayed connected during the difficult times posed by the COVID-19 pandemic. Members were sent Uber Eats gift cards so they could order bubble tea and a treat to their homes and enjoyed a group Zoom social call to catch up. By August, groups were able to gather in outdoor spaces, and APAN seized this opportunity to host the first in-person social event of the year where members gathered over food and drinks on a patio.
- APAN has been actively involved in sponsoring and promoting different affiliations, including the Reel Asian International Film Festival, FACL (British Columbia Chapter) and the Osgoode Asian Law Students Association.



FACL-APAN Speed Mentoring Event
February 2021



- In November, APAN collaborated with the Calgary Diversity Committee to host an event involving the screening of two short films directed by Asian Canadian filmmakers Helen Lee and Carol Nguyen, followed by discussion about issues of racism (particularly anti-Asian racism), Asian identity and racial solidarity.
- During the pandemic, there was a rise in the number of reported racist and violent incidents targeted at members of Asian communities, though many cases go unreported. APAN hosted a number of internal consultations about how this affected Asian firm members, worked with firm leadership in issuing a strong message against anti-Asian racism and developed resources to help combat stereotypes and support affected firm members.

Leads



Jasmyn Lee



Eric Choi



Richard Wong

Partner Support



Osler Black Lawyers' Network (OBLN)

OBLN was created to support the Black community by fostering the recruitment, retention and career advancement of Black employees at Osler and committing to community outreach and engagement with a focus on legal practice and the law. OBLN developed several initiatives in 2021 and plans for new events are underway.

- In February, Osler recognized Black History Month by hosting an internal event and through a weekly newsletter highlighting the many contributions and achievements of Black individuals and the significant impact Black-led organizations and businesses have had across North America. On February 24, lawyers and staff from across the firm were invited to attend a fireside chat featuring guest speaker Dr. Hadiya Roderique, a researcher, broadcast commentator, consultant, former lawyer, journalist and graduate from the Rotman School of Management's Ph.D. program in Organizational Behaviour. Dr. Roderique discussed how bias affects organizations and individuals, barriers and challenges to diversity and inclusion, and highlighted how we can each be a better ally.
- Throughout the year, OBLN members offered mentorship to Black law students and undergraduate students to support their growth and development and to enable them to access the advice and support they need to succeed.

Leads



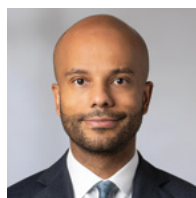
Rama Panford-Walsh



Abigail Ywaya



Tobor Emakpor



Chima Ubani

Partner Support



Osler Pride Network (OPN)

The Osler Pride Network (OPN) was created by and for Osler legal professionals who identify as LGBTQ2S and their allies to foster professional development and offer networking opportunities. In 2021, OPN supported various initiatives within the firm, with law students and with our clients, and continued to extend its support to community efforts in a virtual format, in lieu of its annual in-person events.

- On March 18, Osler hosted over 30 LGBTQ2S law students from across the country for a virtual “firm hop.” As part of the event, Osler lawyers and students spoke on a panel about their experience at Osler and highlighted some of Osler’s diversity and inclusion initiatives, including OPN’s and the other LPRGs’ community involvement and mentorship activities. In particular, Elliot Smith (a member of the Students Committee, Chair of OPN and partner in the Construction Group) spoke about the student program. Lia Bruschetta, an associate in the Litigation Group, spoke of Osler’s pro bono initiatives, recent files and how students can get involved. Steve Cline, Osler’s Career Development Officer, spoke about his role at the firm and gave examples of the types of workshops he hosts for students and juniors at the firm. Darren Gill, an incoming articling student, broke down common misconceptions of Bay Street and shared his experience as an Osler (virtual) summer student.
- Although OPN was unable to hold its annual Pride event in person this year, Osler recognized Pride by holding a fireside chat on June 25 with guest speaker Tee Garnett, a human rights advocate and a trailblazer for institutional equity, diversity and inclusion. Tee is SickKids’ Executive Lead and Strategic Advisor, Equity, Diversity, and Inclusion (EDI). A Black, queer and non-binary person, Tee approaches EDI issues from an intersectional and human rights-focused perspective.
- OPN was able to get together in person in the fall and over the holidays for informal social events, to help ensure its members stayed connected during the difficult times posed by the COVID-19 pandemic.



Calgary Pride-themed office summer party

Lead



Elliot Smith,
Partner



Osler South Asian Network (OSAN)

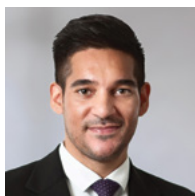
Osler South Asian Network (OSAN) is dedicated to the support and professional development of Osler legal professionals identifying as South Asian, Indo-Caribbean, Indo-African or from the South Asian diaspora, and their allies, through social and networking events, business development opportunities and new recruitment initiatives.

- OSAN hosted a virtual student event on January 14, with 50 student attendees from law schools across Canada. The event commenced with a panel discussion with a number of South Asian-identifying Osler lawyers including Pooja Mihailovich (partner in the Taxation Group), Lipi Mishra (associate in the Litigation Group), Komil Joshi (associate in the Privacy and Data Management Group) and Gajan Sathananthan (associate in the Competition and Foreign Investment Group) discussing their experiences on Bay Street, as well as Shuli Rodal (partner in the Competition/Antitrust & Foreign Investment Group and Chair of the firm's Diversity Committee) providing insight into how the firm is tackling and making progress on diversity-related issues.
- As we continued to work remotely for much of the year, OSAN held quarterly virtual meetings throughout 2021 to ensure that its members stayed connected and supported.

Leads



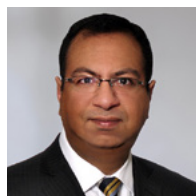
Komil Joshi



Manveer Bisla



Pooja Mihailovich



Al-Nawaz Nanji

Partner Support



Osler
South Asian
Network

Osler Women Lawyers' Network (OWLN)

OWLN encourages and supports the advancement of women through social and networking events, informal mentoring and coaching, pro bono and volunteer initiatives, and business development opportunities. OWLN had another busy year in 2021:

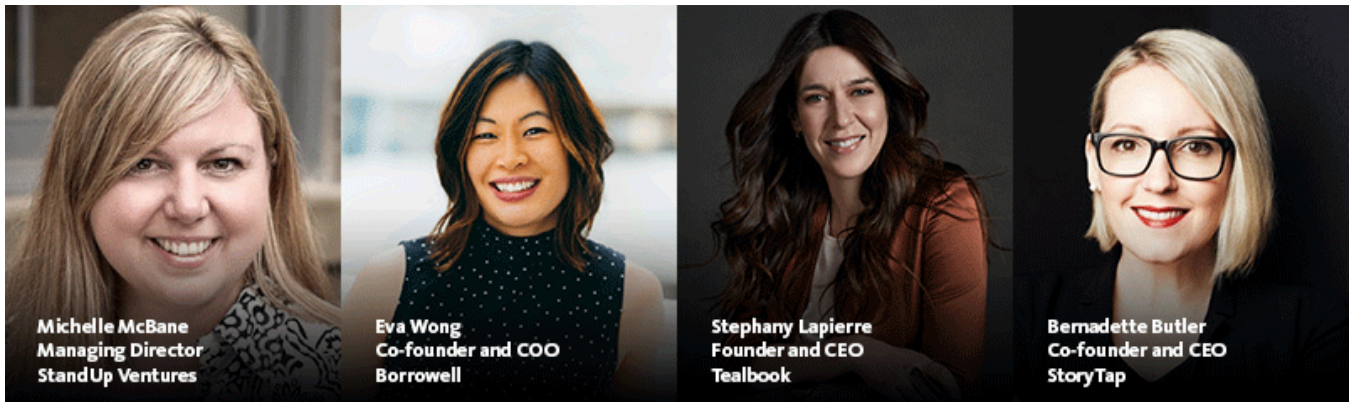
- On January 13, OWLN hosted a Virtual Firm Tour for prospective summer students. The tour consisted of a panel discussion with five of Osler's fabulous women lawyers, followed by a virtual networking session where small groups of students had the opportunity to meet with two to three women lawyers from various practice areas.
- In March, Osler recognized International Women's Day by celebrating together at a firm-wide event where we welcomed Alia Youssef, a Vancouver-based portrait and documentary photographer interested in complicating representations of marginalized groups – in particular Canadian Muslim communities – and highlighting their underrepresented stories and histories. Alia Youssef shared her photography, the stories of the women photographed as part of her work on The Sisters Project and her personal "Choice to Challenge" story – which was the theme of this year's International Women's Day.
- Throughout 2021, OWLN continued to facilitate mentoring and cross-departmental networking opportunities for women associates through its Peer-to-Peer Associate Mentorship Program, which allows associates of all stages and from different practice areas to come together and share experiences and advice.
- On June 10, the second book club event for Osler lawyers and clients featured author and lawyer Chandler Baker who joined us to discuss her *New York Times* bestseller, *The Whisper Network*, a mystery novel that examines female friendship in a male-dominated corporation in the era of #MeToo.
- In July, a Virtual Garden Party featuring local harpist Miranda Wong was a great way to unwind after a long year of the pandemic, enjoy some live music and socialize with colleagues. Participants were treated to a mini-concert, drinks and bites that they could order online and the chance to mingle with colleagues in breakout rooms throughout the event.



Alia Youssef
International Women's Day 2021

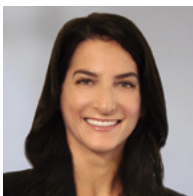


OWLN Ottawa dinner



- In September, OWLN hosted its first in-person social event since the pandemic began, with small get-togethers and cocktail hours at several locations across Toronto.
- In November, over 400 female clients attended this year's Osler Annual Women's Event, featuring a panel of remarkable women entrepreneurs who are defying obstacles, building great businesses and raising funds for growth. The event was hosted by Osler partner May Cheng and moderated by Michelle McBane, Managing Director at StandUp Ventures. They were joined by Eva Wong, co-founder and COO, Borrowell; Stephany Lapierre, founder and CEO of Tealbook; and Bernadette Butler, co-founder and CEO StoryTap. The panelists discussed many topics, including how having a diverse board with varied experiences and backgrounds and offering a range of perspectives has made their companies better.
- Also in November, OWLN presented a virtual continuing professional development event called Courageous Conversations. The session provided practical strategies on how to navigate difficult conversations in the workplace, modelled some situations based on feedback from the audience and gave participants a chance to practise the strategies amongst themselves in breakout rooms.

Leads



Sydney Young



Hannah Kingdom



May Cheng

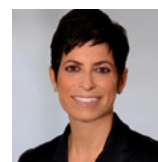
Partner Support



Industry recognition: Notable awards

At Osler, our people drive our success and make our firm a great place to work, learn and grow. Below, we celebrate some of the honours they received throughout the year.

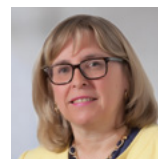
Sandra Abitan, the Managing Partner of Osler's Montréal office, and **Tracy Sandler**, partner in the firm's Insolvency & Restructuring Group, were recognized as Women Leaders by IFLR1000. These rankings include the most prominent female lawyers in their practice areas and jurisdictions.



Sandra Abitan was also awarded the prestigious designation of Advocatus Emeritus for 2021. Each year, the Québec Bar awards this designation to select lawyers who stand out for the excellence of their professional and community engagement and their exceptional contribution to the legal profession.



Donna White, the Managing Partner of Osler's Ottawa office, and partner **May Cheng** were recognized as "Trademark Leaders" in the 2021 edition of *World IP Review Leaders*. Donna also received a Gold band ranking in "prosecution and strategy" for the fourth year in a row and May received a Gold band in "enforcement and litigation" for the third straight year and a Silver band in "anti-counterfeiting" for the fourth straight year in the 2021 edition of *World Trademark Review 1000: The World's Leading Trademark Professionals*.



Maureen Killoran, QC, who, effective January 1, 2022, takes over the role of National Co-Chair, was recognized again as one of Canada's "Top 50 Women in Litigation" by *Benchmark Litigation* in 2021. This is the sixth consecutive year that Maureen has maintained her standing as a top woman in litigation as identified by *Benchmark Litigation*.



Bavia Bisetty, a partner in Osler's Real Estate Group who practises out of the Vancouver and Calgary offices, was named "Real Estate Lawyer of the Year" by Euromoney at the 2021 *Women in Business Law Awards*. Bavia was the only lawyer from a Canadian firm to be shortlisted for the award.



Manon Thivierge, a partner in Osler's Tax Group, was recognized with a Lifetime Contribution Award by the Canadian Tax Foundation, its most prestigious honour. The award celebrates and honours individuals who, over their careers, have made substantial and outstanding contributions to the Canadian Tax Foundation through their volunteer efforts and body of work.



Julia Farr, Senior Manager of Osler Dash, was named a “Rising Star” at the 2021 College of Law Practice Management’s InnovAction Awards. These awards celebrate novel and disruptive innovation that provides demonstrable value to the industry, providers or clients. Julia is the firm’s first-ever dedicated Product Manager.



For the second year in a row, Intellectual Property partner **Faylene Lunn** and associates **Lillian Wallace** and **Sydney Young** were recognized as “Rising Stars” by *Managing IP*. Faylene was first included as a Rising Star in 2018 and became a partner with the firm earlier in 2021.



Jennifer Dolman, a partner in Osler’s Litigation Group, was awarded a 2021 Arbor Award by the University of Toronto. The Arbor Award is the university’s highest honour in recognition of exceptional and longstanding volunteer service. Jennifer is a highly engaged alumna of University College currently serving her fourth year on the College of Electors and her second year as Vice-Chair. Jennifer works to connect with other University College alumni and students, contributing to a strong sense of community and belonging.



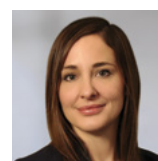
Lauren Tomasich, a partner in Osler’s Litigation Group, was recognized on the “40 & Under 40 Hot List 2021” published by *Benchmark Litigation*.



Jessica Harding, an associate in Osler’s Litigation Group, was named Lawyer of the Year in Civil and Commercial Litigation at the 2021 Jeune Barreau de Montréal (Young Bar Association of Montréal) “Leaders de demain” gala. The gala, which took place in December, celebrates the rising stars of the legal profession.



Emily MacKinnon, an associate in Osler’s Litigation Group, and **Jennifer Thompson**, Head of Osler Works – Disputes, were recognized as 2021 *Lexpert Rising Stars*, awarded to Canada’s leading lawyers under 40.



Our commitment to our communities

Our commitment to diversity extends well beyond our firm. Throughout 2021, we participated in various initiatives to help create change and foster inclusion in our industry and the communities we serve. Below are just some of the ways we worked to provide support.

TRIEC Mentoring Partnership

Osler participates in the Toronto Region Immigrant Employment Council's Mentoring Partnership, which connects recent immigrants with mentors in their professional fields. By volunteering as mentors, participating Osler staff and legal professionals connect with their communities and share their knowledge and insight about the Canadian job market to help others succeed. Osler has had more than 50 mentor-mentee pairings to date.

Calgary Diversity Committee

The Calgary Diversity Committee (CDC) was formed in 2021 to support diversity efforts in the Calgary office. Over the past year, the CDC was involved with events to support local Indigenous and LGBTQ2S communities, as well as Asian diversity and inclusion within the profession in Alberta, including

- hosting an event in November with Meryl McMaster, an artist with nêhiyaw (Plains Cree), British and Dutch ancestry, who discussed her art hanging in the Calgary office. Afterward, the artwork of the two recipients of the Osler, Hoskin & Harcourt LLP 2021 Indigenous Artists Award from the Alberta University of the Arts was auctioned off with proceeds going to Indigenous charities
- raising funds for a new scholarship for LGBTQ2S law students at the University of Calgary and for Camp fYrely, Canada's only national leadership retreat for LGBTQ2S youth
- spearheading the sponsorship of upcoming events by the University of Alberta chapter of OUTLaw (an LGBTQ2S law student group), the FACL student group at the University of Alberta and the Diversity and Law Society at the University of Calgary
- an anti-Asian racism virtual screening of films by Asian-Canadian filmmakers Carol Nguyen and Helen Lee, followed by a panel discussion with the filmmakers that highlighted their work while facilitating a conversation about anti-Asian racism in general and in the specific context of the pandemic

Day of Pink

In recognition of the Day of Pink, the international day against bullying, discrimination, homophobia, biphobia, transphobia and transmisogyny, Osler lawyers and staff wore pink to show their continued commitment to supporting a more inclusive and diverse world and shared photos and messages on Osler Ensemble.

Toronto Reel Asian International Film Festival

In May, Osler supported a special Asian Heritage Month screening of “Who Killed Vincent Chin?” followed by a panel discussion, presented by Reel Asian International Film Festival. Osler also sponsored the Osler Best Feature Film Award at the Festival, which took place from November 10 to 19, 2021. May Cheng, a partner in Osler’s Intellectual Property Group, has led Osler’s support for the Toronto Reel Asian International Festival.

Black Future Lawyers Program

Osler is one of 14 large Canadian law firms that have collectively committed \$1.75 million to the groundbreaking Black Future Lawyers Program (BFL), which will provide operational funding to BFL over the next decade. This 10-year financial commitment from Osler and the other partner firms provides the stability and security needed to allow BFL to establish chapters at universities across the country and invest in the future of Canada's next generation of Black lawyers.

Black Future Lawyers was founded as a collaboration between the University of Toronto’s Faculty of Law, its Black Law Students Association, members of the U of T Law Black alumni community and the broader legal profession. BFL offers supports and engagement opportunities to Black undergraduate students who aspire to go to law school and become lawyers, with the goal of increasing the number of Black students who do so. Supporting initiatives like BFL is one important way Osler can work to address diversity and inclusion within the legal profession.



Day of Pink



Avenue

In 2021, the Law Firm Diversity and Inclusion Network (LFDIN) and Legal Leaders for Diversity (LLD) launched Avenue, a new internship program to help Black undergraduate students gain real-world experience in the legal industry. The program provides individuals who may be interested in a legal career with an opportunity to build their resumes and create a professional network – all while getting paid. This 12-week internship program is designed to provide a pathway to help students learn about careers in law and receive professional guidance and mentorship to support their next career steps or application to law school.

Osler is actively represented on the steering committee, eligibility criteria and recruitment working groups. We are anticipating upwards of 500 applicants from across Canada. Over the winter, applicants will be screened and interviewed and the inaugural cohort of approximately 30 interns will be placed in the summer of 2022. The paid internships will offer a professional work placement, leadership development, mentorship and financial support for an LSAT prep course or law school application fees.

Montréal Community Day

In recognition of the 20th anniversary of the opening of Osler's Montréal office in May, the office chose to focus on youth mental health and donated all money raised during its Community Day to Fondation Jeunes en Tête. This organization aims to prevent psychological distress in young people in Québec through workshops and online tools.

Montréal Community Day



Truth & Reconciliation Event

Osler was privileged to welcome Sheila Watt-Cloutier on Canada's first National Day for Truth and Reconciliation. She shared with us her own experience and path to cultural and environmental leadership, as well as the meaning and importance of the day, how we should all reflect and what we can each do as individuals.

CBA T&R Toolkit

Launched in June 2021, the Truth & Reconciliation Toolkit is an online, web-based resource hub for lawyers and firms to engage in reconciliation. It is designed to equip the profession with practical tools to promote action and progress with respect to the Truth & Reconciliation Commission's Calls to Action. Each curated section includes examples, templates and important links. Osler is proud to be a sponsor of the site.



Sheila Watt-Cloutier

Legacy of Hope

In honour of Sheila Watt-Cloutier's discussion with the firm on National Day for Truth and Reconciliation in September, Osler made a donation to the Legacy of Hope Foundation. The organization works to promote healing and reconciliation in Canada by educating and raising awareness about the history and intergenerational impacts of the residential school system on survivors, their descendants and their communities.

University of Toronto Panel Event

On September 16, Osler partners John Valley and Richard King participated in a panel discussion hosted by the University of Toronto's Office of Indigenous Initiatives. The panel discussed ways to get more Indigenous students and alumni interested in board service. Osler's 2021 *Diversity Disclosure Practices* report revealed a stark lack of board positions held by Indigenous peoples among disclosing companies. Their co-panelists included Cherie Brant, a lawyer who is the director of Hydro One and was recently appointed to the board of TD Bank; Tiffany Murray, a lawyer; Tabatha Bull, the CEO of the Canadian Council for Aboriginal Business; and Liz Jordan, a lawyer and consultant.

BlackNorth Initiative Law Firm Pledge

Osler joined other leading law firms in signing the BlackNorth Initiative Law Firm Pledge, which is a commitment to ending anti-Black and other forms of structural racism in the legal profession. Osler is also participating in other legal industry initiatives, including through Law Leaders for Diversity and the Law Firm Diversity and Inclusion Network.

Donations and sponsorships

Our 2021 donations and sponsorships included:

Black Female Lawyers Network

Black Law Students' Association of Canada

Canadian Association of Black Lawyers (CABL) annual gala

Canadian Bar Association Truth & Reconciliation Toolkit

Catalyst Canada Honours

Centre for Addiction and Mental Health (CAMH)

Chez Doris

FACL Ontario annual conference

Federation of Asian Canadian Lawyers (FACL) B.C. annual conference

Fondation Y des femmes

Jewish Law Students Association

Korean Canadian Lawyers Association (KCLA)

Legacy of Hope Foundation

Olympiques spéciaux Québec - Summa 2021

Osgoode Asian Law Students' Association

Osgoode Black Law Students' Association

Osgoode Indigenous Students' Association

Osgoode OUTLaws

South Asian Bar Association (SABA) Toronto

Toronto Reel Asian Film Festival

UBC Black Law Students' Association

UCalgary Black Law Students' Association

University of Ottawa Black Law Students' Association

Diversity Committee

Toronto



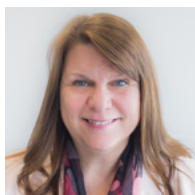
Shuli Rodal
Chair, Osler Diversity Committee
Chair, Competition/Antitrust



May Cheng



Steven Cline



Lori Gosling



Jennifer Jodha



Matias Milet

Calgary



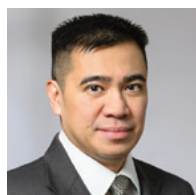
Janice Buckingham



Jesse Baker



**Parm
Ahuja-Robertson**



Rei Jiloca



Julien Ranger

Vancouver

Montréal

Ottawa



Barry Fong



Clark Holden

For more information on diversity at Osler

Visit osler.com/diversity or contact
Shuli Rodal at srodal@osler.com.

We welcome feedback on our initiatives.
We look forward to hearing from you.

About Osler, Hoskin & Harcourt LLP

Osler is a leading law firm with a singular focus – your business. From Toronto, Montréal, Calgary, Ottawa, Vancouver and New York, we advise our Canadian, U.S. and international clients on an array of domestic and cross-border legal issues. Our collaborative “one firm” approach draws on the expertise of over 450 lawyers to provide responsive, proactive and practical legal solutions driven by your business needs. For over 150 years, we’ve built a reputation for solving problems, removing obstacles, and providing the answers you need, when you need them.

It’s law that works.

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