

2022 Year in Review

Diversity at Osler

Creating a vibrant workplace and community out of our diversity

Message from Osler's Diversity Committee Chair

Building a respectful and inclusive workplace where firm members are empowered to achieve their goals and contribute to the success of our clients and the well-being of our communities, lies at the heart of who we are as a firm. In 2022, we continued to make progress on our diversity, equity and inclusion journey. Through internal engagement, education and reflection, networking and mentorship opportunities, internships and scholarships for the next generation of professionals, and our contributions to the communities in which we work and live, we are working to effect meaningful and lasting change within our firm and the broader legal industry.

Earlier this year, we took a major step on our journey when Amy Sujae Lee joined us as our Senior Manager of Diversity & Inclusion. Working closely with leaders across the firm, our national and local Diversity Committees and our legal professional resource groups, Amy provides a valuable perspective and commitment to advancing our diversity and inclusion strategies and initiatives.

We also welcomed this past year the ongoing commitment and enthusiasm for local D&I activities across the firm, including from our legal professional resource groups and across our offices. Following the great success of the Calgary Diversity Committee last year, regional diversity committees were formally launched in our Montréal and Vancouver offices in 2022. We look forward to many years of collaboration with our clients and communities in those cities. We are especially honoured to be named one of *Canada's Best Diversity Employers* for 2023, in recognition of the progress we have made so far in making Osler a welcoming and supportive home for all.

Of course, there is much still to be done. For each milestone we reach along the way, the road stretches out ahead of us, reminding us how much farther there is to go. Building a truly diverse and inclusive workplace is not a simple matter of checking accomplishments off a list, nor is there a defined roadmap to follow. It is an ongoing process of reflection and growth. But it is important to mark the progress made and remind ourselves that every step we take together contributes to the quality of our individual and collective experience.

In the balance of this report, I encourage you to explore some of the ways our people are making a difference at Osler, with our clients and in our communities. I am confident that with passionate and committed people across our offices, we will continue to build a truly diverse and inclusive firm where we can all learn, grow and thrive, today and in the future.

Shuli Rodal

(she/her)

Chair, Diversity Committee

Partner, Competition/Antitrust & Foreign Investment

Message from Osler's National Managing Partner

After more than two years of working mostly apart, our offices began bustling with activity once again in 2022. The pandemic laid bare — and often exacerbated — many social inequalities and injustices for us to reckon with as citizens, as professionals and as a firm. Our Diversity Committee and legal professional resource groups have done incredible work during this unprecedented time to keep us both personally encouraged and socially engaged. It is a testament in part to their efforts that we meet again both more connected and more determined than ever to make Osler a place where we can all flourish and play our part in the effort to provide equality of opportunity for all.

To truly understand the needs of our clients and to serve them most effectively, the makeup and culture of our firm must also reflect the communities in which we live and work. As core firm values, diversity and inclusion help guide the ways we do business, the ways we support each other, and the ways we view our responsibility to contribute to a more equitable future.

In service of those goals, our focus remains on championing diversity and inclusion at the firm today and in the years to come. We are dedicated to playing our part in tackling the barriers to equal opportunity and participation in the legal profession, and are proud partners in several collaborations with community organizations, universities, law schools and industry stakeholders.

Many of these initiatives are already having tangible impacts on our people and those who will join us in years to come. I am excited for us to build on this progress as we continue to listen, discuss and learn.

Doug Bryce (he/him)

National Managing Partner

Our Diversity Mandate

Diversity and inclusion are at the core of Osler, 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.

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.



Diversity Committee

Shuli Rodal

(she/her) Chair, Diversity Committee Partner, Competition/Antitrust & Foreign Investment

Amy Sujae Lee

(she/her) Senior Manager, Diversity & Inclusion

TORONTO



May Cheng (she/her) Partner, Intellectual Property

Steven Cline (he/him)

Career Development
Officer

Jennifer Jodha

(she/her) Administrative Coordinator, Osler Works – Disputes

Matias Milet (he/him) Partner, Taxation



Caroline Ross (she/her) Manager, Talent Management

MONTRÉAL

Myriam Lapierre

(she/her) Director, Professional Resources

CALGARY

Caroline Stephens (she/her) Associate, Real Estate

OTTAWA

Jesse Baker (he/him) Associate, Regulatory, Indigenous and Environmental

Janice Buckingham

(she/her) Partner, Energy

VANCOUVER



Parm Ahuja-Robertson (she/her) Senior Manager, Talent Management & Operations

Rei Jiloca

(he/him) Paralegal, Tax Litigation

Barry Fong

(he/him) Partner, Intellectual Property

Clark Holden

(he/him)
Patent Agent,
Intellectual Property

Diversity at Osler

Diversity in our leadership

Our commitment to embracing diversity in our leadership is rooted in our history and is integral to who we are as a firm. More than 50 years ago, Osler became one of the first corporate law firms in Canada to admit a woman, Bertha Wilson, to our partnership ranks. 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 many women who have followed in her steps.

Last year, we celebrated the career and contributions of Dale Ponder, National Co-Chair, who retired from Osler at the end of 2021. Before becoming Co-Chair, Dale led the firm as our National Managing Partner and Chief Executive from 2009 to 2016. 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 woman lawyers to have led a business law firm in Canada.

We also celebrated the retirement of Ruth Woods in January, who oversaw several transformations to the firm's business as Chief Operating Officer from 2008 to 2022.

Maureen Killoran, KC, succeeded Dale and joined Shahir Guindi as National Co-Chair, effective January 1, 2022. Maureen, who practises out of both our Calgary and Vancouver offices, was formerly Office Managing Partner in Calgary from 2011 to 2017 and the first woman to be named Managing Partner of a Calgary law firm. A trusted advisor to clients in Western Canada, Maureen is regarded as one of the nation's top litigators.

Our second Co-Chair, Shahir Guindi emigrated from Egypt to Canada as a child with his family. Shahir served as the long-time managing partner of our Montréal office before being named Co-Chair in 2017.

Osler has five Office Managing Partners, two of whom are outstanding women – Sandra Abitan in Montréal and Donna White in Ottawa. Several senior

administrative positions (Chief Client Officer, Chief Marketing Officer, Chief Legal Talent Officer and Chief Human Resources Officer) are also held by women.

Several 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 led 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, Jacqueline 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. This year, Laure Fouin was named Co-Chair of our new Digital Assets and Blockchain practice and Jennifer Fairfax was appointed Chair of the Environmental Disputes, Investigations and Enforcement team. Jennifer Thompson is the Head of Osler Works – Disputes, which houses Osler's Discovery Management Services, along with many other innovative litigation solutions. Natalie Munroe is Chief of Osler Works – Transactional & Legal Operations, our internal incubator for innovation at the firm, and Sandra Sbrocchi is Head of Osler Works – Transactional.

A number of our departments and practice groups are chaired by leaders of our legal professional resource groups as well. Richard Wong, who chairs the firm's Construction & Infrastructure Practice Group, serves as the partner sponsor of the Asia-Pacific Affinity Network. Chima Ubani, Co-Chair of our Venture Fund Formation Practice Group, is one of the two partner sponsors of the Osler Black Lawyers Network.

This year we welcomed Amy Sujae Lee to the Osler team as Senior Manager, Diversity & Inclusion. Amy works closely with a broad range of key stakeholders within and outside the firm to refine, deliver and drive our diversity, equity and inclusion strategies and initiatives.

Diversity of our people* LGBTQ2S+ Women Men 63% Persons with disabilities Black, Indigenous and People of Colour *Gender statistics are as of December 31, 2022. All other diversity statistics are taken from results of Osler's 2022 voluntary Biennial Demographic Survey which had a 65% response rate.

More than

50%

of Osler's legal professionals belong to at least one legal professional resource group.

More than

350

firm members are served and supported by our **regional diversity committees** in Calgary, Montréal and Vancouver. More than

12,000

hours of **pro bono work** were provided by Osler for **about 150 clients** in 2022.

More than

600

hours were spent this year by Osler legal professionals in planning, advising and executing on diversity, equity and inclusion events and programs initiatives.

Our commitment to gender diversity

Women held

50%

of chief executive positions in 2022.

Women held

31%

of positions in the partnership and operations committees in 2022.

Women made up

43%

of **new partners** between 2014 and 2022.





International Day of Pink, Toronto office

Commitment to the 30% Club

Osler is a long-time member of the 30% Club, a campaign group of business chairpersons and CEOs taking action to increase gender diversity on boards and senior management teams, with the aim of achieving a minimum of 30% female representation on boards and executive leadership teams and the ultimate goal of reaching parity.

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. As of the end of 2022, 4 of the 12 members of the Partnership Board were women, and our Operations Committee consisted of 6 women and 14 men.

Advancement of Women Lawyers initiative

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 multifaceted Advancement of Women Lawyers (AWL) program since 2020 that

includes mentoring, coaching and training, among other things. This program 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.

Out of the group of senior women associates who started the program in 2020, 13 have now been admitted as partners. We recently concluded the second year of our program with 19 women participating, and started the 2022–2023 program in the late summer with 17 participants.

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.

SUPPORTING CLIENTS

In support of our clients

Accenture's 2022 Outside Counsel Diversity Award

Osler is honoured to be the only Canadian law firm to receive Accenture's 2022 Outside Counsel Diversity Award.

Now in its second year, this annual award celebrates outside counsel firms working with Accenture that are making tangible progress in inclusion, diversity and equity. Accenture's legal team analyzed the 2021 diversity initiatives of more than 70 small, medium and large law firms, measuring their progress in diversity of its people (both firm-wide and specifically on Accenture matters); inclusion, diversity and equity activities; and advancing diversity commitments across the legal industry.

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

In 2022, we published our eighth annual *Diversity Disclosure Practices* report, offering an updated analysis of the representation of women, members of visible minorities, Indigenous peoples and persons with disabilities in leadership roles in corporate Canada. As in previous years, the report also provides detailed disclosure on TSX-listed companies to show year-over-year comparisons, as well as a sampling of best practices for increasing diversity and examples of companies going above and beyond in their disclosure.

Read the report to find out more on how Canadian public companies have hit important diversity thresholds this year.



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. The policy can be customized to address the *Canada Business Corporations Act* 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.

Osler ESG Explorer Podcast

In the spring of 2022, Osler launched its first podcast, ESG Explorer. Alongside knowledgeable guests from the firm and across the business world, we discuss critical topics in the environmental, social and governance sphere, from evolving regulatory requirements and investor activism to the physical effects of climate change on business operations and more.

Discover the latest episode of the podcast.



Women General Counsel University

Osler is proud to partner with Women General Counsel Canada (WGCC) in support of their General Counsel University (WGCU), which launched in 2021. The WGCU 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.

Gillian Scott, Partner, Litigation Operations & Products, led two Design Sprint sessions, first alongside Simon Wormwell, Chief, Strategic Enterprise Initiatives, for WGCC's local Vancouver chapter in May, and then a similar workshop with Jennifer Thompson, Head of Osler Works – Disputes, in the fall. 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.



Osler Women Lawyers' Network (OWLN) Peer Mentorship Social Paint Night

SUPPORTING CLIENTS

Webinars and professional development

Women in EHG Companies Leadership

Launched in late 2021, Osler's Women in Emerging and High Growth Companies Leadership webinar series features inspirational women leaders from the Canadian EHG community sharing their stories of success, the challenges encountered along the way and lessons learned from their careers.

Indigenous Law Insights

Osler's Regulatory, Indigenous & Environmental practice group leads the monthly Indigenous Law Insights webinar series, providing updates on recent court decisions as well as legislative and policy developments. Topics explored include the Crown's duty to consult with Indigenous groups, consent-based decision-making and Indigenous equity ownership funding opportunities.

CPD programs for in-house teams

Osler hosted a wide range of DEI discussions throughout the year, including seminars with special guest speakers on the following topics:

- · Privacy and ethical challenges in employer diversity and inclusion initiatives
- · Communicating cross-culturally
- · Immigrants, refugees and the legal challenges of getting to Canada
- Tips for women on securing positions on boards

Senior Administrative Management Meeting



Listening in and speaking up

Biennial demographic and inclusion survey

Since 2012, we have conducted regular internal demographic surveys, broken down by gender, sexual orientation, racialized status and other characteristics, to take a snapshot of our workforce and establish a baseline against which we could measure our progress. It also invites firm members to express how they experience the firm and its culture. Osler was one of the first law firms in Canada to undertake such a survey.

This year, we conducted our sixth biennial demographic and inclusion survey. The results of the survey help us to track and measure diversity within the firm and develop initiatives to advance our diversity and inclusion efforts as we continue to learn and grow.

Anonymous feedback and office hours

All firm members can submit anonymous feedback regarding the firm's efforts on diversity and inclusion directly to Amy Sujae Lee, Osler's Senior Manager, Diversity & Inclusion. Amy has the mandate to take appropriate action on this feedback in order to promote and maintain the firm's diverse, equitable and inclusive work environment.

As part of our effort to make the firm's diversity and inclusion efforts more accessible, Amy holds weekly office hours open to all firm members for an introduction or a chat, as a forum to raise ideas, to get involved or to raise any concerns.

Osler Belongs

Osler Belongs is an internal communication forum for national and regional Diversity Committee members, all members of the legal professional resource groups (LPRGs) and allies.

Alternating between a newsletter and social events where we discuss and explore all DEI-related topics, *Osler Belongs* keeps us connected, engaged and informed across and beyond our roles and our demographics.



Continuous learning and training

Onboarding session on diversity, equity and inclusion at Osler

All new firm members receive extensive orientation and onboarding training, including a session on Osler's diversity, equity and inclusion mandate, goals, initiatives, programs and personnel.

Inclusive leadership training for senior administrative management

The theme for this year's annual meeting of Osler's senior administrative managers in Toronto was "connection and inclusion," to reflect on the past two years of remote working and share thoughts about working together in person, as we return to the office in a hybrid model.

After an overview of Osler's commitment to diversity and inclusion from Amy Sujae Lee, Senior Manager, Diversity & Inclusion, The Humphrey Group delivered an interactive workshop on inclusive leadership. The workshop covered topics like different types of leadership behaviours, inclusion as a mindset and a behaviour and an in-depth discussion of the values of empathy, humility and respect.

Advanced unconscious bias training

This year, we intensified our commitment to disrupting unconscious biases. Toni de Mello, a human rights lawyer, certified coach and mediator and Assistant Dean for Student Programming, Development and Equity at the Lincoln Alexander School of Law at Toronto Metropolitan University, began our training with a session on microaggression and allyship.

Next, we facilitated several small group workshops on how we can disrupt bias and be an inclusive employer in the recruitment context, for select people leaders in our Human Resources, Legal Talent, Student Programs, Students Committee and Osler Works departments. Finally, we provided a set of e-learning modules to all firm members, focusing on disrupting unconscious bias in the employment context, building cultural competence and addressing biases and blind spots.

Building a community

Legal professional resource groups

Our legal professional resource groups (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.





Osler Asia-Pacific Affinity Network







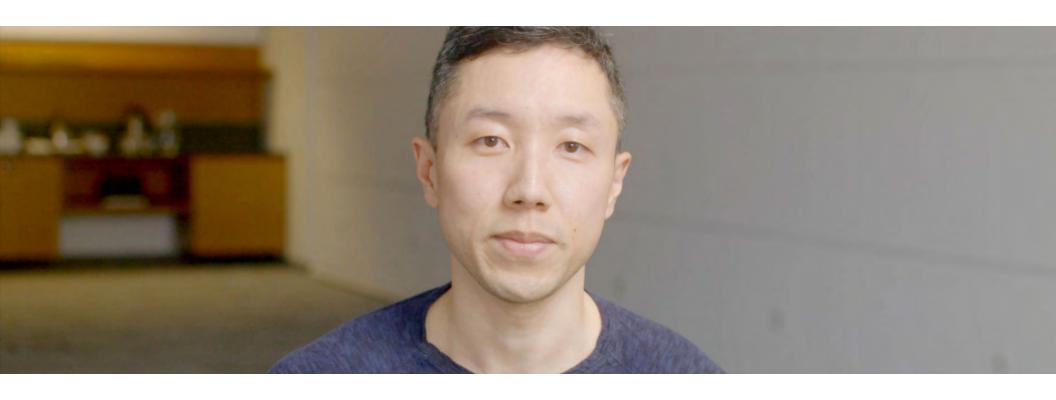














Asia-Pacific Affinity Group (APAN)

APAN supports employees with cultural, ethnic, professional and other links to the Asia-Pacific region through professional development and networking opportunities. APAN consists of about 50 members across all of our offices.

APAN's notable activities over this past year included

• FACL-APAN Speed Mentoring event: APAN collaborated with the Federation of Asian Canadian Lawyers (FACL) once again to hold the annual Speed Mentoring Event in February. This virtual event gives students the opportunity to expand their professional networks and to make valuable connections with prominent members of the legal profession.

- Asian Heritage Month event programming: In May, APAN hosted an Asian
 Heritage Month cocktail event for APAN members at Ki in Toronto, sponsored
 an appreciation event for the volunteers of the Korean Legal Clinic at Osler and
 attended the FACL Ontario chapter annual conference and gala to network and
 connect. Amy Sujae Lee, Osler's Senior Manager, Diversity & Inclusion, discussed
 DEI priorities and challenges in Big Law as a panelist during the conference.
- An interactive cooking class at Mengrai Thai: On August 4, APAN hosted an in-person interactive cooking class at Toronto restaurant Mengrai Thai, where members learned how to make various Thai dishes, followed by a sit-down chef's tasting dinner.

LEADS

Jasmyn Lee

(she/her) Associate, Financial Services Eric Choi

(he/him) Associate, Real Estate

PARTNER SUPPORT

Richard Wong (he/him) Partner, Commercial



Federation of Asian Canadian Lawyers (FACL) Event





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 continues to grow with nearly 20 members across all of our offices.

OBLN's notable activities over this past year included

• Black History Month programming: OBLN prepared an internal awareness campaign throughout February 2022 regarding the work of Canadian Black legal scholars in history. In February, OBLN welcomed Anthony McLean for a presentation on systemic racism, unconscious bias and other hindrances to

- creating an inclusive workplace culture. He offered actionable strategies on how to handle racism in the workplace and on how we can move from being "non-racist" to "anti-racist." Across all offices, 290 firm members attended the event.
- Black Law Students' Association (BLSA) firm hops: Osler was pleased to participate in "firm hops" held by the Black Law Students' Association of Canada (BLSA Canada) and Osgoode BLSA in the summer. It was a great opportunity to speak to Black law students across the country and to provide an overview of our student programs and our diversity and inclusion efforts, with a particular focus on how we support Black law students and lawyers.

- 2022 BLSA Canada Conference: Osler sponsored BLSA Canada's annual conference, held this year in Vancouver. Osler's students, legal professionals and business professionals attended the conference in person and virtually to speak to law students about navigating law school, networking and interviewing, while celebrating the depth, strength and resilience of Black legal talent in Canada.
- In-person summer social: OBLN organized its first-ever in-person meeting in July. Associate co-leads Abigail Omale and Rama Panford-Walsh, partner sponsor Tobor Emakpor and select members from across Osler's offices travelled to Toronto, giving the group a chance to meet in person and discuss its plans for the rest of 2022 and the future.
- Canadian Association of Black Lawyers (CABL) Conference and Gala: Osler and Accenture co-sponsored this year's CABL Conference and Gala, with OBLN co-lead Rama Panford-Walsh and a few other Osler members attending the event in Ottawa with members of Accenture legal team.



OBLN Summer Social

LEADS

Rama Panford-Walsh

(she/her) Associate, Intellectual Property

Abigail Omale

(she/her)
Associate, Employment
& Labour

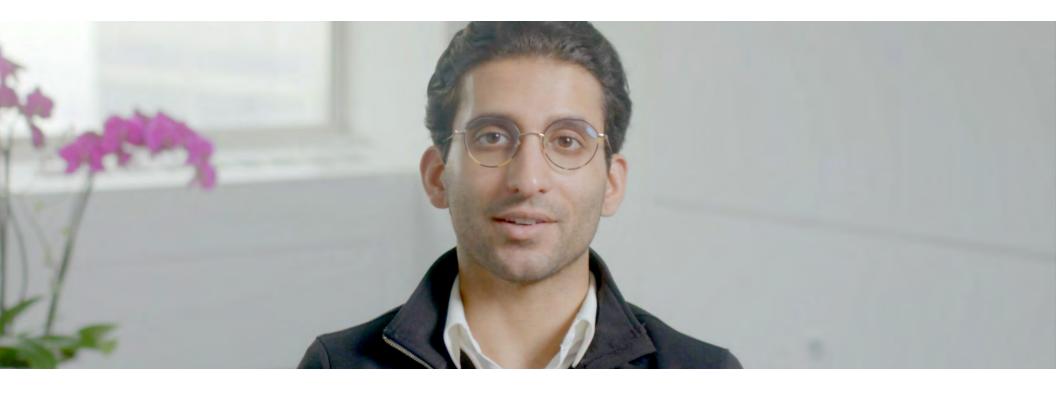
PARTNER SUPPORT

Tobor Emakpor

(he/him)
Partner, Commercial

Chima Ubani

(he/him) Partner, Emerging and High Growth Companies





Osler Pride Network (OPN)

OPN is a national network committed to supporting LGBTQ2S+ professionals at Osler and in the community through networking, professional development, community engagement and mentorship initiatives. It is dedicated to encouraging the recruitment, career development and advancement of LGBTQ2S+ professionals at Osler and beyond. With about 25 members across all of our offices, OPN is quickly growing.

OPN's notable activities over this past year included

• LGBTQ2S+ firm hop: On March 22, Osler hosted more than 20 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 our diversity and inclusion initiatives.
- International Transgender Day of Visibility: OPN and the Calgary Diversity Committee marked the International Transgender Day of Visibility on March 31 by preparing an internal communication about what it means to be a transgender person, why the International Transgender Day of Visibility is important, some of the unique issues that the trans community in Canada disproportionately faces and an overview of some of Osler's relevant initiatives and policies, as well as the ways people can support and be an ally to the trans community.

- International Day of Pink: The International Day of Pink is an international day-long campaign against bullying, discrimination, homophobia, transphobia and transmisogyny. Wearing pink in recognition of the campaign, Osler members shared how the firm's diversity and inclusion policies, programs and supports promote a respectful and inclusive work environment for people of all gender identities and sexual orientations.
- Attending the PRISME Conference: Osler is proud to be a founding sponsor of PRISME Conference, Canada's new, national LGBTQ2S+ law conference for lawyers and law students. Lawyers and staff from the firm attended this year's conference in June to discuss the ways we can advance on these matters.
- Pride celebrations: After a pandemic hiatus, OPN resumed its celebration of Pride month in Toronto with its annual Pride Cocktail Event on June 23. To mark the occasion, Emily O'Donohue, Director and Associate General Counsel, Derivatives, at Ontario Teachers' Pension Plan (OTPP) and Co-Chair of OTPP's Pride Employee Resource Group, spoke to us about her experience as a transgender woman at the workplace and the difference that an inclusive workplace makes to an individual's sense of well-being and belonging. More than 200 people from both within Osler and from our clients and other industry representatives attended.

LEAD

Darren Gill

(he/him) Associate, Emerging and High Growth Companies

PARTNER SUPPORT

Elliot Smith

(he/him)
Partner, Commercial



Calgary Pride Parade





Osler South Asian Network (OSAN)

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 is made up of about 45 members across all of our offices.

OSAN's notable activities over this past year included

• Observing Ramadan: رمضان: In April, OSAN shared information regarding Ramadan, the Islamic month of fasting and spirituality, including tips on how to support colleagues who are observing Ramadan, common misconceptions regarding the religious practice and resources for further learning and information.

- Attending the South Asian Bar Association (SABA) Toronto Gala: As a sponsor of the SABA Toronto Gala, OSAN members enjoyed an evening of networking and celebrating the achievements of the South Asian legal community in July.
- Paint night and other in-person events: After more than two years of virtual
 events, OSAN was finally able to host in-person socials in September, allowing
 members from Osler offices across the country to connect and network during
 meetups and a paint night event in Toronto.

LEADS

Maha Ansari

(she/her) Associate, Real Estate Manveer Bisla

(he/him) Counsel, Emerging and High Growth Companies

PARTNER SUPPORT

Pooja Mihailovich (she/her) Partner, Tax

Al-Nawaz Nanji

(he/him) Partner, Tax



OSAN members attending the South Asian Bar Association (SABA) Toronto Gala





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. About 230 members across all of our offices are part of OWLN.

OWLN's notable activities over this past year included

• International Women's Day events: On March 8, Osler celebrated International Women's Day with a firm-wide virtual event featuring guest speaker Master Warrant Officer (Ret'd) Erica Oliver. Erica spoke about how she has developed effective strategies to deal with sexism, post-traumatic stress disorder and depression during her career. She explained how her coping techniques can

translate to the corporate world as well as to our personal lives and how building resilience can help one find the confidence and strength not only to survive but to thrive during challenging times. Attendees learned some helpful takeaways including when and how to ask for help; how to do a "resilience check-in"; and developing effective habits for managing stress.

In Calgary, OWLN worked with the Calgary Diversity Committee to host a variety of fitness classes followed by a reception at its International Women's Day event in March.

In Montréal, Office Managing Partner Sandra Abitan hosted a virtual and in-person brunch for International Women's Day, with games, prize draws and a rose for each attendee.

• Hosting client events: In September, OWLN hosted clients at a Toronto restaurant for a book club event where we discussed *The Woman Before Wallis* with author Bryn Turnbull.

OWLN also enjoyed co-hosting an event at the office with BMO's women's network. The attendees discussed business development strategies and building relationships in industries traditionally led by men.

• Annual Women's Event: Osler's Annual Women's Event in November invites Osler's women lawyers and senior administrative leaders across all offices, as well as our clients, for conversation, celebration and networking.

Joyce Bernasek, partner, and Tearney Johnston-Jones, associate, held a fireside chat with our keynote speaker Jamie Viera, the first woman coach in the Toronto Blue Jays organization, about Jamie's trailblazing path as a leader in a traditionally male-dominated field.

Their discussion was followed by Osler's Marketplace, where successful women entrepreneurs showcased their products and stories to all attendees.

LEADS

Sydney Young (she/her) Associate, Intellectual Property **Hannah Kingdom** (she/her) Associate, Litigation

PARTNER SUPPORT



May Cheng (she/her)
Partner, Intellectual Property



OWLN event, Toronto office

Regional diversity committees

Following the great success of the Calgary Diversity Committee last year, Osler formed two new regional Diversity Committees in Montréal and Vancouver this year. We are excited to see the strengthened commitment and enthusiasm for local D&I initiatives and programs take root across the country.



Our commitment to truth and reconciliation

Our commitment to truth and reconciliation is a multi-faceted effort to recognize, respect and uphold the diverse voices, experiences, perspectives and cultures of First Nations, Métis and Inuit peoples. This year, we reflected on how we can all contribute to the process of reconciliation, in our personal and professional lives, through various events, programs and initiatives summarized below.

 National Day for Truth and Reconciliation: On September 27, Heather Watts, a Mohawk & Anishinaabe from Six Nations of the Grand River Territory and President of Indigenous consulting firm First Peoples Group, guided us through the importance of reconciliation and how we can practise it, both individually and as professionals.

Heather's powerful session included an eagle feather teaching of the importance of honesty and kindness, a brief overview of the history of residential schools and the findings of the Truth and Reconciliation Commission of Canada.

Indigenous Artists Award and Auction, Calgary office



We also reflected on our country's colonial past and celebrated the uniqueness and resilience of Indigenous peoples and their culture with an educational campaign about the history of residential schools in Canada, the National Day for Truth and Reconciliation and Orange Shirt Day; ways to reflect and engage on the National Day for Truth and Reconciliation; and relevant initiatives and events at the firm.

- CBA Truth and Reconciliation Toolkit: Launched in June 2021, the Truth and Reconciliation Toolkit is a web-based resource hub designed to equip lawyers and firms with practical tools to promote action and progress on the Truth and Reconciliation Commission's Calls to Action. Osler is proud to be a sponsor of the site.
- Mandatory Indigenous cultural competency training: All legal professionals at our Calgary office undergo Indigenous cultural competency education provided by NVision.
- Internships, scholarships, awards and sponsorships: Osler is proud to support several initiatives for Indigenous students and student clubs, including
 - 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.
 - Artists Awards: The Osler, Hoskin & Harcourt LLP Indigenous Artists Awards are given to three Indigenous students and new graduates of Alberta University of the Arts. The winners' artwork was auctioned off within the firm, with proceeds going to three Indigenous-related initiatives jointly selected by the winners and Osler: the Urban Society for Aboriginal Youth, Metis Calgary Family Services and the Awo Taan Healing Lodge Society Women's Emergency Shelter.
 - Indigenous Law Students Governance: Osler is proud to support the Indigenous Law Students Governance's textbook drive, which provides financial assistance to purchase textbooks to incoming Indigenous law students at University of Ottawa Faculty of Law.
- Osgoode Indigenous Students' Association.

Supporting our people

Our innovative practices, procedures and employee programs are aimed at fostering a work culture that promotes equality and inclusion. We are dedicated to ensuring that all individuals who work at Osler are treated with dignity and respect and can thrive both at the office and in their personal lives.

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 parents 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.

Health and wellness support

Everyone at Osler has 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 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
- Osler's Mental Wellness Account (managed by Manulife), which provides reimbursement of 80% for the services of psychologists, psychotherapists and support counsellors, up to an annual maximum of \$3,000
- A guided online Cognitive Behavioural Therapy (CBT) program with MindBeacon (Toronto only), which specializes in helping those with anxiety and depression
- Extensive mental health and wellness resources on our intranet
- Our ongoing Virtual Wellness Wednesday program, with weekly webinars on various wellness topics

Mental Health Week

During the Canadian Mental Health Association's Mental Health Week in May, Osler offered yoga break programming, a guided exercise session and sessions on how to notice and assist colleagues who may be struggling.

The highlight of this year's programming was a keynote address on building resiliency by Christine Burych, a former Acting Vice President of Human Resources and Organizational Development at the Centre for Addiction and Mental Health. Christine provided inspiring insights on the stressful experiences and psychological health issues that people are currently experiencing after a prolonged period of the pandemic; unhealthy coping mechanisms; the stress-to-burnout continuum; and how to develop and make use of characteristics that build resiliency.

Mental Illness Awareness Week

In October, we marked the Canadian Psychiatric Association and the Canadian Alliance on Mental Illness and Mental Health's Mental Illness Awareness Week by hosting a workshop on the importance of connection delivered by Steve Cline, Osler's Career Development Officer, and promoting the health and wellness benefits and resources available to all firm members.

Career coaching

Osler is proud to offer coaching and career advisory services to all of its lawyers. Osler's Career Development Officer, Steve Cline, assists with résumé development, job search strategies, networking, interview preparation and offer negotiation, as well as coaching in areas such as career development, progression planning, career transition, business development execution and work-life balance.



FUTURE LAWYERS

Supporting our future lawyers

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.

Diversifying the legal talent pipeline

Programs of Excellence: Our Diversity, Equity and Inclusion Scholarships and Awards

- Osler's Diversity Scholarship was established in 2018 to celebrate law students who, like us, seek to promote diversity and inclusion.
- Osler, Hoskin & Harcourt LLP Award for Black or Indigenous Law Students at the University of Calgary Faculty of Law is awarded annually to an Indigenous or Black undergraduate student entering the Faculty of Law, JD Program. The recipient also has 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 school, the focus of the award program is on removing barriers for Indigenous and Black students in applying to and participating in law school by providing financial and mentorship support.
- Osler and OUTLaw 2SLGBTQI+ Diversity Scholarship at the University
 of Calgary Faculty of Law is provided to a first-year law student who has
 demonstrated involvement with and made meaningful contributions to the
 2SLGBTQI+ community.

- Honourable Lionel Jones Memorial Endowment in Law at the University of Alberta Faculty of Law is named after the second Black person to graduate from the University of Alberta'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 at the law school who self-identify as Black, Indigenous or Persons of Colour.
- Osler, Hoskin & Harcourt LLP Award at the Lincoln Alexander School of Law, Toronto Metropolitan University is an entrance award intended for a student 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.
- Diverse Scholars Award at Western University Faculty of Law is provided to
 a full-time second-year law student 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.
- Osler, Hoskin & Harcourt LLP Entrance Scholarship at McGill University, Faculty of Law is a new entrance scholarship program in honour of Frederick Phillips, BA'51, BCL'56, who was the first Black lawyer admitted to the Barreau du Québec. It will be awarded to one Black student entering the BCL/JD Program on the basis of academic achievement.
- Osler, Hoskin & Harcourt LLP Scholarship at University of Montréal, Faculty
 of Law is a new scholarship program that will be awarded to two qualifying
 students who identify as Black, Indigenous or Persons of Colour (BIPOC).

Diversity and inclusion open house

In June, Osler held its first national diversity and inclusion (D&I) open house for more than 220 law students across Canada. Several lawyers, students and professionals from our student programs spoke about the firm's D&I initiatives, legal professional resource groups and the student programs in our offices in Vancouver, Ottawa, Toronto and Calgary. The open house also featured a panel discussion and Q&A session focused on exploring a legal career in a private practice setting as a student belonging to an equity-deserving group and seeking an employer that fosters inclusion and belonging.

Black Law Students Association (BLSA) of Canada

Osler is proud to be involved in a multi-year partnership with BLSA Canada, which will include open houses at Osler, panel discussions and career fairs as touchpoints with Black law students across Canada. Osler has also been a longtime supporter of Osgoode Hall Law School's BLSA Chapter.

Our Vancouver office partnered with BLSA Chapter at the Peter A. Allard School of Law to support a program that provides financial assistance and access to LSAT study courses for students experiencing financial hardship. We are proud to sponsor BLSA Chapters at the University of Calgary and the University of Alberta for students to travel and attend the BLSA Canada Conference. Our Montréal office is proud to be one of the sponsors for BLSA's Civil Law Symposium.

Black Future Lawyers

Osler is one of 14 large Canadian law firms that have collectively committed \$1.75 million to the ground-breaking Black Future Lawyers (BFL) program over the next 10 years. BFL 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.

Korean Canadian Lawyers Association (KCLA) scholarship program

New for this year, Osler is pleased to support the inaugural KCLA scholarship program to help undergraduate students overcome the financial obstacles they face in taking their first step to enter the legal profession. The program will administer three or more awards and scholarships to undergraduate students who have demonstrated a passion for pursuing a career in law, are in need of financial support and identify as Korean or Korean-Canadian.

Avenue: Black Undergraduate Law Internship Program

Launched in 2021, Avenue is an industry-wide internship program designed to help Black undergraduate students gain hands-on experience in the legal industry.

Osler was very fortunate to have three excellent Avenue Interns join us for the summer: Haben Dawit, Grace Gyles and Farhia Mohamed. They enjoyed an enriching work and social summer experience which involved orientation sessions with the summer law students; a meet and greet with the firm leadership including Shuli Rodal, partner and Chair of Osler's Diversity Committee, and Maureen Killoran, partner and Osler's Co-Chair; networking with members of the Osler Black Lawyers' Network; and working with lawyers in several practice groups on a wide range of billable and non-billable projects.

On July 28, Osler hosted a reception for all students participating in the Avenue internship program at various law firms and other employers. Shuli Rodal, May Cheng (partner and sponsor of this year's Avenue internship program at Osler), members of Osler Black Lawyers' Network and other firm members enjoyed an opportunity to meet and build relationships with the Avenue interns.

"I loved my time at Osler. The Avenue internship program here has been a great opportunity to learn more about how lawyers and law firms actually operate. Right off the bat, they trusted me to dig into real, substantive legal work. It's really a perfect segue from your undergraduate studies into law school. The entire experience has totally calmed my nerves, and now I'm even more excited for 1L! The partners, associates and summer students were super welcoming and approachable, and invested themselves in our development. Spending the summer at a full-service law firm like Osler offers so many benefits: networking, connecting with mentors in different practice groups, building relationships with other students and, above all, learning from such intelligent people who are generous with their time and willing to share their knowledge."

"From our very first day, we got to dive into helping with tangible, consequential legal work. That set the tone for the entire summer. They trusted us to be part of the team, which really boosted our confidence and made us feel comfortable working alongside the summer students. Osler totally integrated us into the firm, giving us an opportunity to meet and learn from lawyers in different practice areas. It really speaks to the collegiality and openness here: everyone offered us valuable insight and was willing to give us a first-hand look at what they do. It was complex, interesting work that gave me a sense of how business and law interact, and will inform my studies when I get to law school this fall. I could not have asked for a better way to begin my legal journey."

Haben Dawit

"I didn't know what the law firm environment would be like, and the Avenue internship was a perfect way to get a firsthand look at what lawyers actually do on a day-to-day basis. The experience really showed me the different opportunities and paths that you can take. Now I'm heading to law school much more open-minded, focused and confident. Even if you're just interested in the legal field but not sure you want to become a lawyer, it's an amazing way to gain experience, make connections and learn valuable skills. Everybody's been so kind, so willing to help and so receptive, and that's what made my 12 weeks at Osler so great. The people are really what make the firm."

Farhia Mohamed



Grace Gyles Avenue Interns Summer 2022

COMMUNITY

Commitment to our communities

Pro bono activities

Our dedication to diversity and inclusion extends well beyond the walls of our offices. Our lawyers offer pro bono support to charitable and community organizations, and individuals in need.

Osler provided more than 12,000 hours of pro bono work for about 150 clients in 2022. Below are some of the organizations we work with to help the most vulnerable in our communities and to contribute to long-term progress on diversity and other social causes.

- Securing asylum for an LGBTQ+ Russian refugee: Osler associate Maxwell Czerniawski helped to secure asylum for a transgender man who fled Russia after surviving an anti-LGBTQ+ hate crime as part of his pro bono work. The successful outcome ensures the client's lawful permanent residency in the U.S. Reflecting on the experience, Maxwell says, "It's easy and sometimes justified to be cynical about the immigration system, but it's one area where the assistance of counsel is often a decisive factor. Thoroughly documenting conditions for the LGBTQ+ community in Russia, attending to every step in the complex asylum process and preparing for the demands of a contentious hearing is challenging as a lawyer, and often impossible as a refugee. Seeing A.'s elation when he received asylum was worth all the hard work."
- Canadian Civil Liberties Association (CCLA): For more than 50 years, the
 CCLA has been at the forefront of national advocacy in the protection of
 Canadian citizens' rights and democratic freedoms. It is an independent, nongovernmental and non-profit enterprise. Osler is proud to contribute pro bono
 legal services on behalf of the CCLA and has represented the organization in
 its important cases for many years.

- Access to justice in Alberta Pro Bono Law Alberta: Since 2007, Pro Bono Law Alberta (PBLA) has impacted the lives of countless Albertans by brokering innovative partnerships between lawyers, law firms, organizations and individuals in need. Through a variety of projects and initiatives that focus on social responsibility, PBLA has created and promoted opportunities for lawyers to become involved in pro bono legal service.
- Kids Help Phone: Kids Help Phone (KHP) is a Canadian non-profit organization that offers 24/7 professional counselling services, information and referrals to children and youth dealing with a wide array of life challenges. KHP's services are free, anonymous and confidential. Osler has a longstanding relationship with KHP, which has been a valued client of the firm for many years.
- Access to justice in Ontario Pro Bono Ontario: Founded in 2001 to bridge the access-to-justice gap for the many Ontarians who cannot afford legal services, PBO has emerged as the legal profession's only organized volunteer response to unmet legal needs. In 2021, PBO's Free Legal Advice Hotline served almost 30,000 low-income Ontarians with nowhere else to turn. Through the Hotline and other PBO programs, Osler lawyers volunteer to help disadvantaged individuals gain access to justice.

Allyship and collaboration

Osler works alongside other leading Canadian law firms and community organizations to share experiences, ideas and best practices, encourage and hold each other accountable and increase our impact toward our diversity, equity and inclusion objectives. Below are some of our notable partnerships with external organizations.

- Law Firm Diversity and Inclusion Network: The Law Firm Diversity and Inclusion Network (LFDIN) is a group of Canadian law firms who have agreed to work together to promote diversity and encourage a culture of inclusion in our firms and the broader legal profession. Osler is an original signatory to LFDIN's Statement of Principles.
- BlackNorth Initiative Law Firm Pledge: Osler is a signatory to the BlackNorth Initiative Law Firm Pledge, an important step toward addressing anti-Black and other forms of structural racism in the legal profession. The pledge asks firms to commit to specific actions and targets designed to end anti-Black systemic racism and to create opportunities for those in underrepresented BIPOC communities. Osler is committed to achieving the goals set out in the Pledge and to effect meaningful change within our industry.
- Catalyst: Founded in 1962, Catalyst is a global non-profit organization that helps build workplaces that work for women and drives change through preeminent thought leadership, actionable solutions and a galvanized community of multinational corporations to accelerate and advance women into leadership.
 Osler is proud to be a long-time supporter of Catalyst.
- Pride at Work/Fierté au travail Canada: Through dialogue, education and thought leadership, Pride at Work Canada/Fierté au travail Canada empowers Canadian employers to build workplaces that celebrate all employees regardless of gender expression, gender identity and sexual orientation. Osler is a proud sponsor of Pride at Work/Fierté au travail Canada and share with them a vision of Canada where every individual can achieve their full potential at work.



Trans Visibility Day, Toronto office

Community support

We encourage all firm members to volunteer with groups working to effect change and advance equality. Below are the organizations, campaigns and causes that we are proud to have supported this year together as a firm.

- Give a Day to World AIDS: Family physician Dr. Jane Philpott founded Give a Day to World AIDS in 2004, when she challenged her colleagues at Markham Stouffville Hospital to donate a day's pay to fight HIV. Since 2006, under the leadership of Technology partner Michael Fekete, Osler lawyers and staff have donated one day's income in support of the fight against HIV/AIDS in sub-Saharan Africa. Funds are directed to The Stephen Lewis Foundation for distribution to grassroots programs in Africa.
- Ukraine Humanitarian Crisis Appeal: The Osler community has all been shocked and dismayed by the Russian invasion of Ukraine in February 2022. In response, the firm launched a Matching Donations Program campaign to donate to the Canadian Red Cross's Ukraine Humanitarian Crisis Appeal program.

Women's Book Event, Calgary



Donations to the Ukraine Humanitarian Crisis Appeal enabled the Red Cross and Red Crescent Movement to respond to humanitarian needs, as well as preparedness and response efforts due to heightened tensions in Ukraine. Support addressed immediate and ongoing relief efforts, long-term recovery, resiliency and other critical humanitarian activities, both in Ukraine and surrounding countries, including those who were displaced.

- Women+Power: Osler is pleased to support Women+Power, a community
 developed for women of all levels of experience who work in or with Alberta's
 power industry, as well as their allies. Women+Power is working to address
 the challenges that result in, and from, the underrepresentation of women in
 the industry by providing opportunities for members to connect with, support,
 inspire and empower women to achieve their full potential, both professionally
 and personally.
- Girls E-Mentorship: Osler is proud to support Girls E-Mentorship (GEM),
 a program developed by educators, social workers and policy experts in
 conjunction with high school girls. Since 2012, GEM has been a leader in evidence based mentorship programming for marginalized young women to help them
 overcome socioeconomic and other barriers as they transition into adulthood.
- Toronto Reel Asian International Film Festival: Toronto Reel Asian
 International Film Festival is a unique showcase of contemporary cinema from
 Asia and the Asian diaspora. Reel Asian provides a public forum for diverse
 community storytelling by Asian media artists and assists with breaking
 barriers on and off screen. Osler is proud to sponsor the Best Feature Film Award
 at the Festival.
- Three paid volunteer days: Across all of our offices, summer students can spend three paid volunteer days giving back to an organization in their community that supports Osler's diversity and inclusion objectives.
- 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.

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 500 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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