



Diversity at Osler

2019 Year in Review

Celebrating and fostering diversity
in the community

OSLER

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The most important aspect of what we do at Osler is building a workplace where talented people with diverse viewpoints, characteristics and backgrounds come together to provide our clients with the best legal services available anywhere.

Douglas Rienzo

Chair, Osler Diversity Committee (2019)
Retired Partner, Pensions and Benefits

**Douglas Rienzo**Chair, Osler Diversity Committee (2019)
Retired Partner, Pensions and Benefits

Message from Osler's Diversity Committee Chair

Here at Osler, our mission statement on diversity and inclusion describes the three main pillars of our diversity initiative: diversity in support of our client relationships, diversity in the communities in which we work, and perhaps most fundamentally, diversity in our workplace.

This 2019 *Diversity at Osler: Year in Review* shines a spotlight on the most important aspect of what we do: building a workplace where talented people with diverse viewpoints, characteristics and backgrounds come together to provide our clients with the best legal services available anywhere.

Our diversity and inclusion initiative was formally launched in 2010, when we created the Osler Diversity Committee. Looking back over our first 10 years, we have introduced numerous initiatives to advance diversity and inclusion in our workplaces across Canada and in the United States:

- In 2012, we conducted our first demographic survey to take a snapshot of our workforce in terms of gender, sexual orientation, racialized status and other characteristics, in order to establish a baseline so that we could measure our progress going forward. We were one of the first law firms in Canada to undertake such a survey. We have since repeated the survey in 2014, 2016 and 2018.
- Also in 2012, we extended firm-subsidized health insurance for domestic partners and same-sex spouses to all Osler employees outside of Canada.

- In 2014, Osler created a “buddy program” for associate lawyers on maternity/parental leave to assist in their transition back to practice following their leave.
- In 2015, Osler created three Legal Professional Resource Groups – or affinity groups – representing women, LGBTQ+ professionals and professionals with ties to the Asia-Pacific region.
- In 2016, Osler adopted a formal Gender Identity & Sexual Orientation Policy to address issues specific to members of the LGBTQ+ community, including procedures to support transgender employees during a gender transition.
- In 2018, gender-neutral washrooms were introduced in several of our offices.

While we are rightly proud of our accomplishments to date, looking ahead to our next 10 years and beyond, we will focus with continuing vigour on our commitment to building a truly diverse and inclusive workplace. Judging from the enthusiasm and creativity shown by my co-workers as highlighted throughout these pages, I can confidently say that the future looks bright indeed.



Doug Bryce
National Managing Partner

Managing Partner's message

It was more than 10 years ago that our partner Douglas Rienzo approached the firm's leadership to consider an important new initiative for Osler.

Clients were increasingly seeking information about the diversity of the legal teams who were managing their matters. They made it clear that their law firms were expected to be more invested in making their workplaces diverse and inclusive. While Osler had been implementing diversity-related initiatives, it was a turning point for us to formalize our mission going forward and to execute it in a more planful and strategic way.

Dale Ponder, our National Managing Partner at the time, asked Douglas to form a Diversity Committee, which he has helmed since 2010. The mandate and mission statement that he and the committee then developed are still at the core of the firm's diversity philosophy today. The committee has representation from each of our offices and includes associates and partners as well as members of our administrative staff. This composition was not an accident – it directly connects to the way we see Osler, which is as a one-firm enterprise.

Collaboration with our clients is always at the centre of our work and, as you will see in some of their comments

contained in this report, remains a vital part of our diversity and inclusion commitments. They continue to be actively engaged with us as we innovate our practice and design new tools (such as our General Counsel Report) that provide them with relevant information in a meaningful way.

Our diversity and inclusion initiatives are also important to our relationships with law schools and law students. Some of our associates comment on their importance in this report.

Douglas Rienzo retired at the end of 2019 and I want to thank him for his thoughtful and creative leadership in the diversity sphere over the past decade. The work of the committee and the progress of the firm over that time frame continues to make me, my partners and all the members of our firm proud. There is always more work to be done and we are committed to continuing to show leadership over the next decade and beyond.



Our Diversity Mandate

Our commitment to diversity is reflected in our policies and our practice. Our Diversity Mandate is to promote diversity within the firm, within the framework of the Osler 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. We strive to attract, retain and promote lawyers and staff who are the best at what they do and who reflect the diversity of the communities where we live and work.

We were one of the first law firms in Canada to establish a formal Diversity Committee and Diversity Mandate, and have formed Legal Professional Resource Groups to develop and implement diversity initiatives that have an impact within and beyond our firm. Many of these initiatives are undertaken in support of our clients and communities.

In support of our clients

Embracing diversity helps us deliver better solutions to our clients — and it helps our clients build stronger businesses. We realize that while our diversity initiatives may start from within, they must extend beyond our firm through our community involvement and support of our clients.

Often working in collaboration with our clients, we've implemented several internal programs and external initiatives that aim to create real and lasting change on the diversity front. This includes sponsoring community programs, getting involved in volunteer or pro bono activities, and hosting events such as our annual Pride celebration, which we've co-hosted with the Bank of Montreal for five years and counting. We realize that fostering diversity and inclusion is a continuous and collective effort and we strive to keep clients updated on our progress — and support them in achieving their own diversity objectives.

Client-facing activities

2019 Diversity Disclosure Practices Report

Osler's 2019 *Diversity Disclosure Practices* report offers an updated snapshot on the representation of women in leadership roles in corporate Canada. Our Corporate Governance Group conducted an extensive review and analysis of diversity disclosure by TSX-listed companies and summarized the results for the full 2018 calendar year as well as the period from January 1, 2019 to July 31, 2019. In this fifth annual report on gender diversity disclosure practices of TSX-listed companies, we highlight the achievement of some key benchmarks and for the first time showcase examples of excellence in disclosure, as we know that many companies are taking a much more thoughtful approach to their disclosure and are choosing to highlight the ways they think about promoting diversity in their organization — both in response to and beyond the confines of the Diversity Disclosure Requirement itself. We hope that doing so will provide a useful reference point for other issuers in considering their own approach to diversity and disclosure of their practices in the future. Our *Diversity Disclosure Practices* report also includes a sampling of best practices in fostering greater gender diversity disclosed by leading Canadian companies.



Our clients' diversity goals

Our diversity initiatives are often a reflection of our clients' objectives. When partnering with us, our clients want to ensure that our diversity goals align with their own.

Diana Lee, Managing Counsel and Special Assistant to the General Counsel at TD Bank Group, explains how TD prioritizes diversity.

"TD is committed to inclusion and diversity in all forms, including with respect to women, visible minorities, people with disabilities, the LGBTQ2+ community and Indigenous peoples," Diana says. "When we engage external law firms, we assess diversity across the team – from the more junior team members to the lead lawyer who would own the relationship with TD. It's particularly encouraging when we see talented lawyers with diverse backgrounds progressing through the ranks of a firm."

Michael B. Smith, Associate Vice President, Legal Department at TD Bank Group further stresses the value of diversity in an organization.

"It is important to be able to demonstrate how you are driving a more inclusive culture and diversity generally," Michael says. "We appreciate the legal profession has a pipeline problem and that our numbers may not always reflect our society and culture today but that is not an excuse."

"I am happy to see a team that is best constructed to suit a particular need we have, provided the firm is taking meaningful steps to create an inclusive culture to help with that pipeline problem and develop and retain diverse talent."

Board Diversity Policy Template

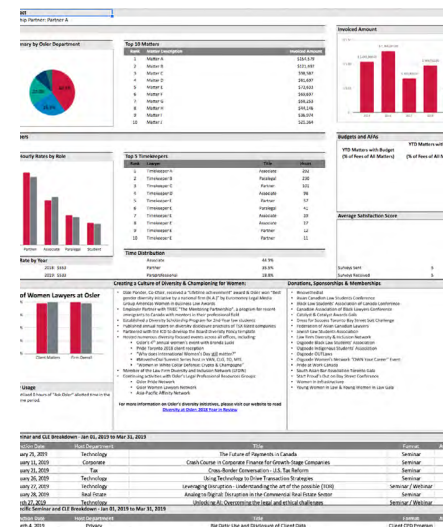
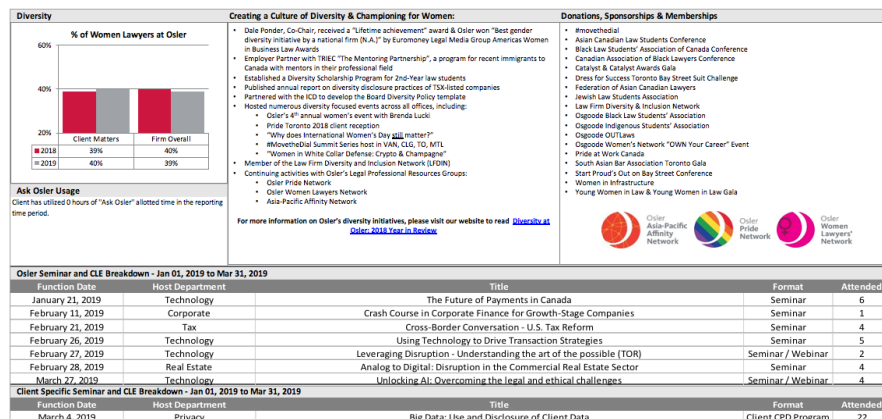
In 2016, Osler and the Institute of Corporate Directors (ICD) developed a complimentary, customizable Board Diversity Policy template to provide a starting point to assist boards in meeting their gender diversity disclosure requirements under securities laws. Changes to the *Canada Business Corporations Act* (CBCA) have expanded the need for disclosure, and Osler and the ICD updated the template in December 2019 to address those changes and reflect changes in practice. Our enhanced template not only enables reporting with respect to those diversity characteristics specified under the new CBCA regulations, but also includes flexibility for companies to target other diversity characteristics. For more info, visit osler.com/diversitytemplate.

General Counsel Dashboard

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

OSLER

SAMPLE GENERAL COUNSEL REPORT (Report covering from Jan 01, 2019 to Mar 31, 2019)



"The Osler General Counsel Report is a helpful checkpoint I see once a quarter. It allows me to see all the matters that our lawyers have been working on and how the tasks are allocated within the firm. At Chartwell, we have many different areas of business, and those businesses often have different legal needs. So seeing the scope of all the work in one dashboard is very efficient. We have used the Report for several years now and to my mind it is the only report of its kind."

Jonathan Boulakia
Chief Legal Officer
Chartwell Retirement Residences



Commitment to gender diversity

Our commitment to embracing gender diversity is integral to who we are as a firm. It's also rooted in our history – starting with our legacy of strong and dynamic female leadership over the years. More than 50 years ago, Osler was one of the first corporate law firms in Canada to admit a woman, Bertha Wilson, to its partnership ranks.

Osler's current leadership team includes Dale Ponder, who was appointed as the firm's National Co-Chair in 2017 after more than 16 years as Osler's National Managing Partner and Chief Executive. Sandra Abitan and Donna White are the Managing Partners of Osler's Montréal and Ottawa offices, respectively. Osler's Operations Committee consists of seven women and 13 men, and our Partnership Board includes four women and eight men.

Throughout 2019, we supported a number of initiatives that promoted the advancement of women in leadership positions within our firm, the legal industry and our broader communities, including events hosted by the Osler Women Lawyers' Network (OWLN), a Legal Professional Resource Group created by and for members of the Osler community. Some of OWLN's events are highlighted on page 23.

Gender Work Allocation Report

Osler's Gender Work Allocation Report provides partners with an individualized summary showing the number of hours 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 department and across the firm, so that the partners can see, for example, the percentage of hours spent on their files by women associates, and compare that to the percentage of women associates in their department and in the firm as a whole.

International Women's Day

On March 8, 2019, Osler celebrated International Women's Day (IWD) by welcoming our colleagues, lawyers and staff to come together in recognition of IWD to take in a lively discussion featuring guest speakers Elizabeth Renzetti, a columnist and feature writer for *The Globe and Mail* and author of *Shrewed: A Wry and Closely Observed Look at the Lives of Women and Girls*, and Amanda Lang, an award-winning *BNN Bloomberg* journalist, Bloomberg Television anchor, and author of *The Power of Why* and *The Beauty of Discomfort*.

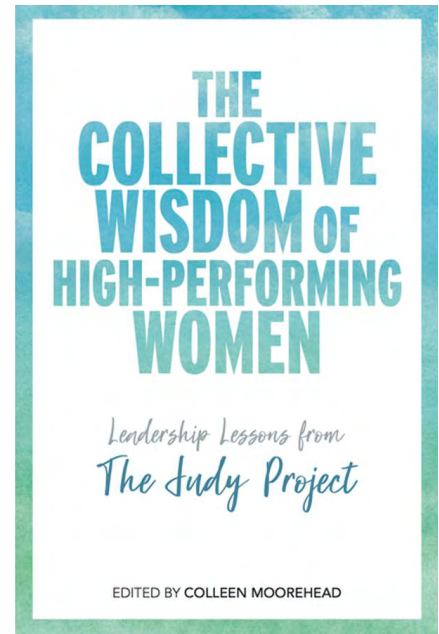
The Montréal and Calgary offices hosted events to motivate and unite friends, colleagues and communities to think, act and be gender inclusive. Calgary also held a private workshop facilitated by the Calgary Centre for Sexuality for female legal professionals to talk about respectful boundaries in the workplace.



Collective Wisdom Story Nights

In 2019, Osler hosted several events inspired by *The Collective Wisdom of High-Performing Women*, a book that was edited by Osler Chief Client Officer Colleen Moorehead. The book features a collection of compelling first-person stories from effective female business leaders and offers advice on how women can advance in large organizations without sacrificing who they are. The series of events, called The Collective Wisdom Story, featured readings from some of these women leaders and included frank reflections about ambition, courage and the choices Canada's most successful women have made to manage their personal and professional lives. Each event was hosted with a specific group or industry in mind and featured women who worked in each corresponding space.

- In May, we hosted an event with a number of other firms for our combined legal professionals featuring readings from women in the legal profession who are also authors of *The Collective Wisdom of High-Performing Women*.
- We also hosted two client events — one in Toronto in May and one in Vancouver in October.



#movethedial Story Events

Osler is proud to be a founding member of #movethedial, an organization whose mission is to increase the participation and leadership of women in the tech sector. In support of this movement, Osler associates and partners attended and participated in more than 12 #movethedial Story Events over the year.

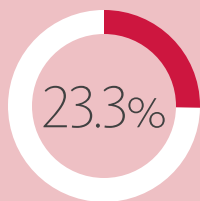
International Women's Day



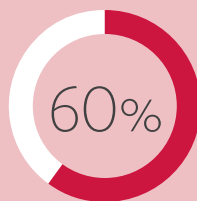
Representation of women at Osler

As at December 31, 2019

Women hold



of positions
on the operation
and partnership
committees



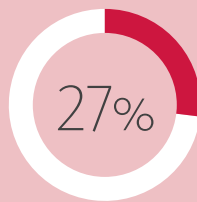
of chief executive
positions

As at December 31, 2019

Women represent



of all lawyers



of all partners



of all associates

Between 2014 and 2019



41%
of our new partners
at Osler were women

Industry Recognition

Euromoney Women in Business Law Awards 2019: Osler was named “Firm of the Year” for Canada and was recognized as having the “Best Gender Diversity Initiative in North America” for a National Firm. The latter recognition highlighted initiatives such as our Osler Women Lawyers’ Network, and more. Three lawyers were also shortlisted in individual categories:

- **Monica Biringer** – Best in Tax
- **Janice Buckingham** – Best in Energy, Natural Resources and Mining
- **Wendy Gross** – Best in Technology



May Cheng, for the third year in a row, was recognized as one of the Top 250 Women in IP by *Managing Intellectual Property*’s IP STARS 2019 legal directory, a global recognition that honours the top female practitioners in intellectual property. May was also recognized by IP STARS 2019 as a “Trade mark star – Canada.”



Jennifer Dolman, a partner in Osler’s Litigation Group, was recognized as one of *Who’s Who Legal’s Thought Leaders: Global Elite 2020* for Franchise. The accolade recognizes top lawyers who stand out internationally for their skills in managing a spectrum of corporate transactions, and advising clients on an array of corporate issues.



Andraya Frith, Chair of Osler’s National Franchise and Distribution Practice Group, was named one of *Who’s Who Legal’s Thought Leaders: Global Elite 2020* for Franchise. This recognition honours lawyers for their vast expertise and experience, and also their ability to innovate, inspire, and go above and beyond to deliver for their clients.



Maureen Killoran was recognized as one of the “Top 25 Women in Litigation” for the fourth straight year by *Benchmark Canada*.



Pooja Mihailovich was recognized in *Benchmark Litigation*’s 2019 “Under 40 Hotlist” as one of the top litigation and dispute lawyers in Canada. Pooja is a partner in Osler’s Taxation Group and a driving force behind the Canadian Tax Foundation’s Women in Tax events.



Mary Paterson, a partner in Osler’s Litigation Group, was recognized in *Benchmark Litigation*’s 2019 “Under 40 Hotlist” as one of the top litigation and dispute lawyers in Canada. Mary was also recognized as one of the 2019 *Lexpert Rising Stars: Leading Lawyers Under 40*.



Jennifer Thompson, Head of Osler Works – Disputes, and the team behind the groundbreaking Undertakings Management Tool were awarded the Precedent Magazine Innovation Award. This award honours lawyers who have upended the status quo – to better serve clients, to improve the legal workplace or to help the public access justice.



Joanne Vandale, a partner in Osler’s Taxation Group, was recognized as one of the 2019 *Lexpert Rising Stars: Leading Lawyers Under 40*, which celebrate the achievements of Canada’s leading lawyers under the age of 40 at the top of their profession.





Internal diversity initiatives

We are dedicated to creating innovative policies and opportunities that promote the continuous growth of 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 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

Respect at Work

Early in 2019, we launched a program to reaffirm one of our firm's core values of maintaining an environment that is characterized by mutual respect, collegiality and trust.

The program included

- A revised Respect at Work Policy reflecting current best practices in the area. We wrote it in plain language to make it more accessible and actionable. The new Respect at Work Policy includes a detailed set of procedures designed to ensure that complainants are provided with an appropriate, timely and confidential response and follow-up.
- A series of workshops for all firm members led by an expert in workplace behaviour.
- Training specifically geared towards our people leaders to support them with identifying and addressing inappropriate behaviour and understanding the firm's expectations and processes.
- A new policy on Personal and Family Relationships to guide firm members.

These initiatives were designed to reinforce and disseminate the firm's culture and policies in this area.

Employee Benefits and Programs

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

- **Pregnancy/Parental Leave Buddy Program for associates:** This program provides guidance and support to both women and men before, during and after maternity or paternity leave to help them stay connected to Osler activities and assist in the transition back to full-time practice.
- **Parental Leave Benefits for associates:** For birth mothers having more than one year of service who take parental leave immediately upon cessation of their pregnancy leave, the firm will top up the lawyer's benefits to 100% of her pre-leave base salary for up to four weeks during such parental leave. For non-birth parents of new children or parents of adopted children having more than one year of service who take parental/adoption leave, the firm provides the equivalent of the lawyer's salary for up to four 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.
- **Maternity Leave Benefits for staff and paraprofessionals:** For birth mothers having more than one year of service, the firm will top up the firm member to 100% of her pre-leave base salary for up to 6 weeks.



Douglas Rienzo
Chair, Osler Diversity
Committee (2019)
Retired Partner,
Pensions and Benefits

“One of the programs I'm most proud of is the implementation of our ‘buddy program’ for lawyers on maternity or parental leave. When I first started practising law, there was a reluctance to communicate with lawyers on leave after the birth or adoption of a child, thinking that they're busy and exhausted and would not welcome messages from the firm. Integration back into the firm after leave was often difficult, however, as the lawyer struggled to re-establish professional contacts and build up their file work. And, of course, this difficulty more commonly arose with our women lawyers, creating potential barriers to advancement. Our buddy program lets a lawyer going on maternity or parental leave request the assignment of a contact at the firm – we've had both men and women volunteer to act as the in-firm ‘buddy’ – who will keep the lawyer on leave abreast of developments, invite them to practice group meetings and, toward the end of the leave, work with their department to ensure that there is file work available when the lawyer on leave returns to work. Combined with coaching and pre- and post-leave check-ins from our dedicated Career Development Officer, we've found that we can make the transition back to work after a leave much more seamless.”

- **Online Cognitive Behavioural Therapy Program:** New in 2019, Osler's Toronto office launched a one-year pilot program with an online cognitive behavioural therapy (CBT) provider. This innovative digital therapy solution offers help for people who are experiencing mild to moderate symptoms of depression, anxiety or other related concerns. Individuals receive personalized care with the support of a dedicated therapist entirely through a digital platform. We are excited to be providing this support to Osler associates, articling students, summer law students, law clerks, staff and their family members. Osler is the first law firm in the country to be providing this online CBT therapy service to all employees and their family members at no cost.

Internal Events

Day of Pink

In recognition of the International Day of Pink against bullying, discrimination, homophobia, transphobia and transmisogyny, Osler lawyers and staff wore pink – whether it was a pink shirt, skirt, tie or even a pocket square – to show our continued commitment to supporting a more inclusive and diverse world.



Day of Pink

Mental Health Awareness Week

Osler held its second Mental Health Awareness Week from May 6 to 10, 2019, which coincided with the annual campaign organized by the Canadian Mental Health Association. As part of the week, the firm offered various events designed to support the health and wellness of Osler staff and lawyers, including mental health awareness and education sessions delivered by a healthcare consultancy.

These sessions covered a wide range of topics related to mental health and awareness, including how to address the prevailing stigma surrounding mental health issues, how to recognize when coworkers may need help and how to support others in need.

During the week-long event, employees also received mental health tips and resources and took part in workshops, including a yoga stretch break seminar and meditation and mindfulness sessions.

Denim Days

To help raise funds in support of recognized not-for-profit organizations, Osler employees wore jeans as well as held office events such as pizza lunches, bake sales and raffles. In 2019, we supported a number of worthwhile organizations focused on supporting and building opportunities: the Black Law Students' Association of Canada; the Women's Legal Education & Action Fund; and several organizations focused on LGBTQ+ and extended communities - The 519 Community Centre in Toronto, the Ten Oaks Project in Ottawa, Interligne in Montréal and Camp fYrefly in Calgary.



Ottawa Pride Denim Day

Spotlight: Our people

Building a workplace where talented people with diverse viewpoints, characteristics and backgrounds come together is at the core of who we are as a firm. In this section, we hear from some of our many talented people, who explain why Osler's culture of celebrating diversity is so important to them.



Partner, Intellectual
Property

Barry Fong

I joined Osler's Diversity Committee in 2015 as an associate in Ottawa. I saw an opportunity to contribute to putting diversity and inclusion at the forefront of the Ottawa legal community. As a visible minority, it was important to me that my firm was investing in this important issue.

One of the Diversity Committee's newest initiatives was the launch of Osler's Diversity Scholarship Program in 2018. One of the inaugural winners of the scholarship was a University of Ottawa law student. Through that program, I had the pleasure of meeting her and introducing her to several members of the Osler team in Ottawa. That experience was particularly meaningful to me.

What makes me optimistic for the future is that there are more and more students with diverse backgrounds entering law school every year. That momentum will effect even more change. I'm really proud that Osler is embracing this change and is a leader in this area.

One of our signature events is the annual Capital Pride party, where everyone in the Ottawa office takes part by dressing up, enjoying lunch on our terrace and celebrating the spirit of the occasion. One of the most rewarding things for me is the number of people who drop into my office, call or send me an email describing their positive experience.



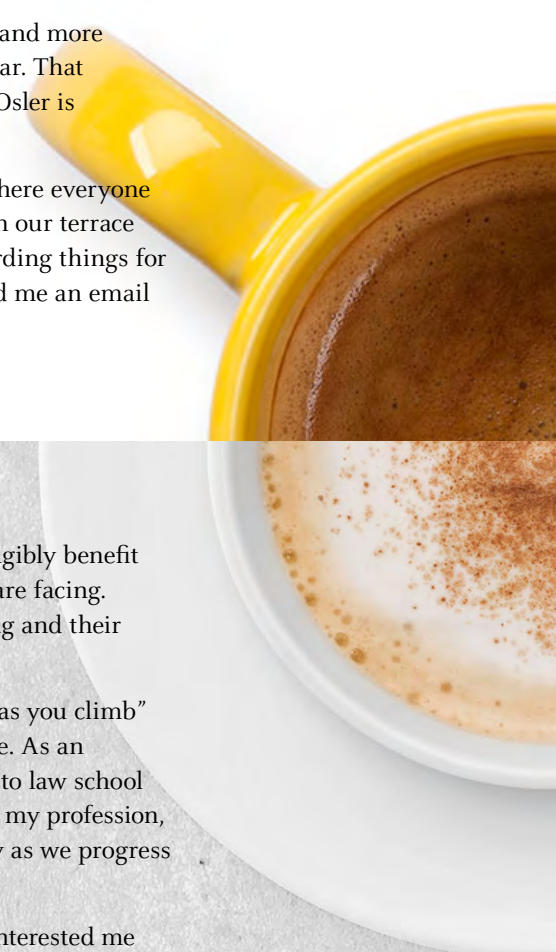
Associate, Corporate

Kojo Hayward

To me, diversity and inclusion matter in part because clients tangibly benefit from services that bring diverse perspectives to the issues they are facing. I've heard them talking about the importance of diverse thinking and their expectations are helping to move the dial too.

I've always had a passion for diversity and have adopted a "pull as you climb" mentality throughout my academic and now my professional life. As an undergrad I would try helping high school students; when I got to law school it was undergrad and high school students. And now that I'm in my profession, I'm trying to engage with law students. We have a responsibility as we progress to give back to all our communities.

I picked Osler in part because it has a technology practice that interested me and because of the firm's culture. I also spoke with two people - an associate who I could relate to, and our director of student recruitment who happens to be a working mother. Both answered my questions candidly and gave me confidence that on the basis of culture, as well as practice, Osler was the right place for me.

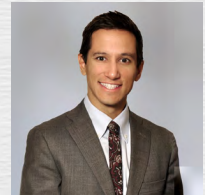


Louis Tsilivis

I'm involved in the Osler Pride Network, one of the firm's Legal Professional Resource Groups. My interest in it started when I was an articling student. I had participated in earlier events such as the business conference and career fair for LGBTQ+ students and other networking events in and outside of Osler. When an opportunity to get more involved in the Pride Network arose, I was happy to take up that role.

I have a rule I try to live by, and that is to leave something in better shape than it was when you started. The programming we do, particularly with our annual Osler/BMO Pride event, is a tremendous way to forge links with clients and showcase the firm's support for diversity.

An initiative I'm proud of launching is our Student Outreach & Networking Reception, which is now in its second year. The event is focused on LGBTQ+ groups at law schools and features a panel discussion on the recruitment process, our diversity initiatives and the firm's pro bono efforts, followed by a networking social afterwards. It's in those more informal conversations that you can truly appreciate how the firm is a place where you can comfortably bring your whole self to work. We are a firm that values diversity – not just in terms of sexual orientation and gender identity, but also religion, culture, migrant status, and in all shapes and forms. We've had a great deal of positive feedback from students, and I see this as an event that we will continue to host.



Associate, Litigation

Martha Martindale

One of the ways the partners described Osler's culture to me when I was considering joining the firm was through the legacy of women lawyers who have held leadership positions over many years.

At the time, I didn't think it mattered, but found to my surprise that it does make a difference. It seems easier for women to attain roles such as practice group lead or other leadership roles within the firm when there is a precedent and when other lawyers in the firm are also accustomed to seeing that. For women who are interested in taking on a leadership role, there is a clear path forward.

I think the annual Osler Women's Event is very valuable because it is purely about enabling all the women lawyers to come together as a community and share their experiences. What I most appreciate is that the event is really a mentorship opportunity – one in which I can speak candidly with our associates about any of the challenges they may be facing in their practices and help them.



Partner, Financial Services

Legal Professional Resource Groups

Over the past several years, Osler's Legal Professional Resource Groups (LPRGs) have become a staple of our firm's commitment to diversity and inclusion. Created organically 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. These groups support colleagues through professional development, business development and social networking. Currently, Osler has the following LPRGs: the Osler Women Lawyers' Network (OWLNLN), the Osler Pride Network (OPN) and the Asia-Pacific Affinity Network (APAN).

Asia-Pacific Affinity Network

APAN was created by and for members of the Osler community. It supports employees with cultural, ethnic, professional and other links to the Asia-Pacific region, especially through professional development and networking opportunities.

FACL Mentorship Event

On January 28, 2019, more than 130 law students, articling students and lawyers braved a snowstorm to attend the annual Speed Mentor-A-Thon organized by the Ontario chapter of the Federation of Asian Canadian Lawyers (FACL). Osler hosted the event for the fifth year in a row and last year's turnout was among the highest ever.

Law students and articling students participated in six 12-minute "speed mentoring sessions" that involved one-on-one networking with lawyers from diverse backgrounds and practice areas. The event gave students the opportunity to expand their professional networks and to make valuable connections with prominent members of the legal profession. Over the years, the Speed Mentor-A-Thon has become an avenue for increased participation in FACL initiatives, such as promoting diversity in law, social justice activism and developing career opportunities.



FACL Osler 2019 Annual Speed Mentor-A-Thon

Photo Credit: Maneesha Gupta

Associate Leads



Eric Choi



Jasmy Lee



Richard Wong

Partner Support





Osler Women Lawyers' Network

OWLN was created by and for members of the Osler community to encourage and support the advancement of women through social and networking events, informal mentoring and coaching, pro bono and volunteer initiatives, and business development opportunities. OWLN had a busy year in 2019, including the following activities

- Facilitated mentoring and cross-departmental networking opportunities for female associates through its Peer-to-Peer Associate Mentorship Program. These networking opportunities help provide female associates with a supportive platform and the proper resources to build their careers.
- Hosted a fall breakfast event in September 2019 in Toronto aimed at fostering cross-departmental networking and opportunities for organic mentoring and sharing of experiences. Building networks is an important part of our larger ecosystem that encourages the career advancement of female lawyers.
- Supported our annual women's firm-wide event in October 2019 that saw more than 300 of our legal professionals join alumnae and clients from across the country for an evening of inspiration and conversation. The event featured a keynote by former Chief Justice of Canada, The Right Honourable Beverley McLachlin. It also included the return of Osler's Marketplace, which featured six highly successful female entrepreneurs whose products were displayed and available for purchase.



The Right Honourable Beverley McLachlin at an OWLN event.

Photo Credit: Photagonist.ca

Associate Leads



Christine Jackson



Karin Sachar



May Cheng

Partner Support



Osler Pride Network

Osler is proud to be a leading advocate for the LGBTQ+ community. OPN was created by and for Osler legal professionals who identify as lesbian, gay, bisexual, transgender or queer, and their allies, to support professional development and offer networking opportunities. In 2019, OPN supported various initiatives within the firm, with law students and with our clients.

Osler Pride's networking and outreach to law students

We recognize that fostering a diverse and inclusive workplace makes us a stronger firm, and that this starts with our student outreach. OPN supported a number of student-focused initiatives, including hosting its Student Outreach & Networking Reception on July 23, 2019. OPN, along with lawyers from the Student Committee and allies, hosted current law students from across the country for an evening networking reception and a presentation on the firm's diversity and LGBTQ+ initiatives, student recruitment process and pro bono involvement.

OPN continued its support of Start Proud, a student-run organization that facilitates the professional development of lesbian, gay, bisexual, transgender, queer and ally students as they transition from school to career. Osler sponsored Start Proud's 2019 New Precedent Conference, which was held in Toronto in May. OPN Associate Lead Louis Tsilivis and associate Kaleigh Hawkins-Schulz represented Osler at the Conference Career Fair.



2019 Pride Event





Osler and BMO partner to celebrate Pride 2019

In celebration of Pride Toronto 2019 and Pride Month, we co-hosted our annual Pride cocktail reception with BMO on June 20, 2019, for the fifth straight year, for all of our clients and legal professionals. The event featured guest speaker Michael Battista, a partner at Battista Smith Migration Law Group and Chair of the Board of Rainbow Railroad, an organization that helps LGBTQI individuals around the world escape state-sponsored violence and find a path to safety to start a new life — free from persecution. Michael has been practising immigration and refugee law since 1992, with a particular focus on claims based on sexual orientation/identity, and he is a former Chair of the Board of Directors of the AIDS Committee of Toronto.

“Our five-plus year partnership with Osler to celebrate the LGBTQ2+ community is about more than Pride season parties. Through our collective commitment to the LGBTQ2+ community – and to meaningfully advancing diversity and inclusion – BMO and Osler regularly bring together members of the community and our allies to listen to and learn from the diverse voices and experiences of the LGBTQ2+ community, and to unite to take daily action to make our workplaces genuinely more inclusive for all.”

Paul Noble

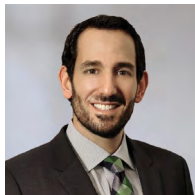
Senior Vice-President and Chief Legal & Compliance Officer, BMO Capital Markets

Associate Lead



Louis Tsilivis

Partner Support



Elliot Smith





Commitment to community

Pro Bono

Osler's commitment to giving back is a part of who we are. Our partners, associates and staff are personally involved in efforts well beyond advisory and advocacy roles; we also serve on boards, actively promote causes, contribute to fundraising efforts and much more. Osler pro bono contributions cross the country and reach out beyond our borders. In support of Pro Bono Ontario (PBO) – which provides essential legal services to low-income Ontarians whose needs are not met by governmental programs – Osler committed to contribute \$125,000 over five years to their #InvestInJustice campaign. We are proud to be associated with the many enterprises, both public and private, that do important work in the field every day.

The Osler team of Colin Feasby, Managing Partner of the Calgary office, Sean Sutherland, Litigation associate, and Brynne Harding, a former tax associate, acted as litigation counsel to the Canadian Expat — Canada's largest organization dedicated to Canadians living abroad — in *Frank v. Canada (Attorney General)*. This case was a constitutional challenge to Canada's elections law that disenfranchised over 1 million Canadian citizens who had been living abroad for five years or more. Represented by Osler, the Canadian Expat intervened in the case to argue that the law was an unconstitutional limit on the right to vote under the *Canadian Charter of Rights and Freedoms*. In January 2019, the Supreme Court of Canada held the law to be unconstitutional. The decision makes the important statement that every citizen counts in Canada's democracy.

TRIEC Mentoring Partnership

Newcomers from outside Canada bring talent, innovation and international expertise to the Greater Toronto Area, but they need information and networks in order to succeed. Osler participates in the Toronto Region Immigrant Employment Council (TRIEC) program, The Mentoring Partnership, which connects recent immigrants with mentors in their professional fields. By volunteering as mentors, participating Osler staff and legal professionals can connect with their communities, share knowledge and insight about the Canadian job market and help others succeed. We are pleased to report we've had nearly 50 mentor-mentee pairings to date.



Harshal Dalal
Director, Client and
Marketing Operations

"I arrived in Canada almost 10 years ago as a new immigrant with a wife, two young kids, no job and with no network. My job search involved the usual applying through company websites, which didn't yield results. I had the good fortune of spotting a brochure for Access, a government-sponsored service to help newly landed immigrants, and they told me about a mentorship program offered by TRIEC, through which I was teamed up with a very helpful mentor and very quickly landed a very good job.

The company that hired me, CGI, also happened to be involved in TRIEC. I felt I had benefited greatly from the mentorship opportunity and wanted to give back to other people facing similar situations. So, I signed up to be a mentor. I moved along to Deloitte (also a member of TRIEC) and I've been mentoring new immigrants ever since. When I joined Osler, the firm was not a member and I contacted one of our senior HR professionals and convinced her this program was a great thing. She then got agreement from the firm for us to join.

Fast forward, the firm has collectively helped with nearly 50 matches and I've had the opportunity to mentor 10 people. Each experience has been meaningful, but it is also intense and requires energy to do it. That said, the results are incredibly rewarding. It is also greatly humbling being able to share someone's story and try to make a small impact. These are real life stories and not just making an anonymous donation. The work that we've been doing at Osler in this area has made some tangible differences in people's lives and, in some way, contributed to their success."

Indigenous Law Student Summer Employment Program

The purpose of this program is to allow law firms and the legal profession to gain greater insight into Indigenous culture and issues. It also provides an opportunity for Indigenous law students to obtain work experience in a legal setting and to foster ongoing relationships between Indigenous students and practising lawyers. Recognizing that the solutions that emerge from diverse teams and perspectives have proven to be the most creative and innovative, Osler's Calgary office has participated in this program for a number of years. The program is facilitated by the Law Society of Alberta.

Korean Legal Clinic

Osler was pleased to be a sponsor of the Korean Legal Clinic, a six-month pilot project to provide pro bono advice to relatively low-income Korean-Canadian families who may be discouraged from seeking help due to language barriers. In addition to Osler's sponsoring of the project, associate James Chang participated as a board member. Osler held a training session for the clinic volunteers on October 18, which covered client confidentiality, privilege, client service skills and more.

Beyond the A

In November 2019, Richard Wong, Partner support for our APAN group, participated in a legal panel at the University of Toronto Law School, his alma mater. The event was organized by the Asia Law Society in partnership with Beyond the A, an organization focused on de-stigmatizing anxiety and other mental health issues in the legal profession. The discussions touched upon overcoming challenges, sharing personal experiences and developing coping mechanisms related to anxiety in the legal profession.

Dolphin Disabilities Mentoring Day

The Human Resources team in Toronto participated in the Dolphin Disabilities Mentoring Day on October 30, 2019. This is an initiative that facilitates pairing job-ready persons with disabilities with companies such as Osler to help mentees gain insight from practising professionals. This was an opportunity for Osler to partner with another mentoring organization and work together towards improving access to employment for people with disabilities across Canada.

Toronto Reel Asian International Film Festival

Osler sponsors the Toronto Reel Asian International Film Festival, which celebrates and recognizes contemporary Asian cinema and works from the Asian diaspora. In 2019, Osler stepped up its involvement by sponsoring the Osler Best First Feature Award, which is given based on jury selection of the best first feature-length film shown at the Festival. The 2019 recipient was director Makoto Nagahisa's film, "We Are Little Zombies," which also won an award at the 2019 Sundance Film Festival. May Cheng, a partner at Osler and long-time Reel Asian member, was on hand to present the award on behalf of Osler at the Reel Asian Awards Gala held on November 10, 2019.



Toronto Reel Asian Film Festival

Photo Credit: Gloria Liang

Osler diversity scholarship inaugural winners

As part of our ongoing commitment to diversity and inclusion, in 2018, the firm established the Osler Diversity Scholarship Program for eligible second-year law students. Spearheaded by Osler's Diversity Committee, our Diversity Scholarship Program is designed to ensure that law students are recognized and celebrated for their diversity and inclusion efforts. Applicants were asked to demonstrate their commitment to being a diversity leader within their law school, the legal profession or the broader non-law community.

In early 2019, we were pleased to announce the inaugural winners of the Osler Diversity Scholarship Program: Mandavni Dhama, a law student at the University of Toronto, and Reakash Walters, a law student at the University of Ottawa.

"Congratulations to Reakash and Mandavni, whose leadership and work in promoting diversity will go a long way in making a difference," said Douglas Rienzo. "We were truly inspired by all applicants and want to thank all of the students who submitted an application."

Our scholarship Selection Committee included Osler members and a representative from one of our long-term clients, the Bank of Montreal. We would like to extend a huge thank you to Paul Noble, Senior Vice-President and Chief Legal & Compliance Officer, BMO Capital Markets, for his help in selecting our inaugural winners.

In late 2019, we began accepting submissions for our 2019 scholarship and look forward to announcing the winners in early 2020.



2019 Diversity Scholarship Winners



BLSA Canada Career Fair

Photo Credit: Dream n Idea Productions/
Frankie Geddes

Supporting organizations in their diversity and inclusion efforts

Members of Osler regularly engage with organizations that are making an impact on the diversity and inclusion front. These are a few examples of our support:

- Osler was a sponsor of the Black Law Students' Association of Canada (BLSA Canada) annual conference in Ottawa in February 2019. Associates Kojo Hayward and Barry Fong attended and spoke to law students about navigating law school, networking, interviews and the importance of diversity at Osler.
- In March 2019, Osler partner Andrew Wong participated on a career panel as part of Osgoode's Diversity Week activities. The panel focused on "Bay Street Law and Diversity," and featured a broad-ranging and open discussion on the panellists' life experiences and how these experiences impacted their careers. It also involved a Q&A session with audience members and students from the school.
- Osler legal professionals attended the University of Ottawa's Diversity Night in March 2019, organized by its women's group and the First Generation Network. The event featured a fireside chat with The Honourable Madam Justice Andromache Karakatsanis.
- Our Calgary office sponsored the Youth Leaders in Law Conference (YLLC), which was held in November 2019. The event included participants from high schools across the city as well as lawyer speakers and law school volunteers. The YLLC embodies Osler's commitment to supporting organizations that provide equal opportunities in the communities where we live and work. The Canadian Bar Association diversity committee and University of Calgary admissions committee host this event, which is intended to expose students from diverse and lower socioeconomic backgrounds to the legal profession. The event aims to inform, educate and attract the students at a young age to the legal profession and inform them as to what is involved. This is part of larger initiatives to address the lack of diversity in law schools and the legal profession.
- Osler sponsored the University of Toronto's annual JD/MBA Association Women's Dinner in March 2019. Held at the Rotman School of Management, the event brings together alumnae and current students of the program to encourage networking and to celebrate female mentorship.

List of Donations and Memberships

#movethedial

Black Law Students' Association of Canada Conference

Canadian Abilities Foundation

Canadian Association of Black Lawyers Conference

Catalyst Awards Gala

Federation of Asian Canadian Lawyers Annual Conference

Osgoode Black Law Students' Association

Osgoode Indigenous Students' Association

Osgoode OUTLaws

Osgoode Women's Network "OWN Your Career" Event

South Asian Bar Association Toronto Gala

Start Proud's New Precedent Conference

The 51 Women in Infrastructure

Young Women in Law Gala



Committee members

Toronto



Douglas Rienzo

Chair (2019),
Osler Diversity
Committee



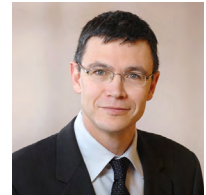
Steven Cline



Lori Gosling



Jennifer Jodha

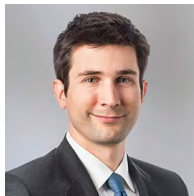


Matias Milet

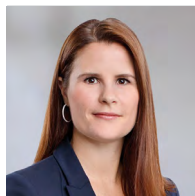
Montréal



Catherine Lambert



Julien Ranger



Joanne Vandale



Kaitlin Gray



**Parm
Ahuja-Robertson**



Rei Jiloca

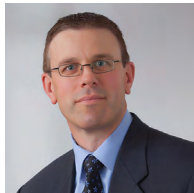
Calgary

Vancouver

Ottawa



Barry Fong



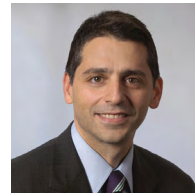
Clark Holden



Miju Damodar



Jennifer Lee



Paul Seraganian

New York

For more information on diversity at Osler

Visit osler.com/diversity or contact
Doug Bryce at dbryce@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 400 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.

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