



Diversity at Osler: 2017 Year in Review

Celebrating and fostering a culture of inclusion

OSLER

Table of contents

| | |
|--|----|
| Message from Osler's Diversity Committee Chair | 4 |
| Our diversity mandate | 5 |
| In support of our clients | 6 |
| Commitment to gender diversity | 8 |
| Representation of women at Osler | 9 |
| Spotlight – 2017 gender diversity initiatives | 10 |
| Internal diversity initiatives | 12 |
| Policies | 12 |
| Employee benefits and programs | 15 |
| Legal Professional Resource Groups | 16 |
| Internal events | 19 |
| External diversity initiatives | 20 |
| Legal industry and community impact highlights | 20 |
| Donations and sponsorships | 21 |
| Memberships | 21 |
| 2017 Diversity Committee members | 22 |

“2017 was an important year for diversity and inclusion initiatives at Osler and a watershed year in the elevation of diversity issues in workplaces across Canada and beyond our borders.”

Douglas Rienzo
Pensions and Benefits Partner and
Chair, Osler Diversity Committee

Message from Osler's Diversity Committee Chair

Looking back, 2017 was an important year for diversity and inclusion initiatives at Osler and a watershed year in the elevation of diversity issues in workplaces across Canada and beyond our borders.

Osler, like many other legal workplaces, is not perfect in this area: we have much more work to do. One of our areas of strength, however, is our longstanding commitment to gender diversity and supporting the advancement of women. Osler's history of dynamic female leadership has been integral to shaping the firm we are today. You can learn more about our ongoing firm commitment and some of our recent initiatives to support change within the legal industry and corporate Canada on pages 10 and 11.

We are also making important strides to recruit, retain and promote from a diverse pool of talent. I am very proud of the diversity training we have instituted across our recruiting team over the past year to learn about unconscious bias. In order to be attuned to our own built-in biases, we need to first be aware they exist. And only then can all of our potential candidates and our current lawyers and staff have a truly equal opportunity to succeed.

Throughout 2017, I had the pleasure of conducting town hall meetings in Toronto, Ottawa, Montréal, Calgary, Vancouver and New York. We discussed our most recent demographic survey and how the data informs our programs to directly respond to our changing workplace. One such initiative was the launch of Osler's Sexual Orientation and Gender Identity Policy. I am very pleased that Osler is out in front on this issue, which is further evidence that we at Osler want everyone to feel they can be their full and authentic self while at work. We firmly believe that by supporting our people in this way, they are able to do their best work and provide the best advice to our clients.

I wish to thank all the members of the Osler community and by extension our clients, alumni and our partners across business, academia and law for contributing to efforts to promote diversity and inclusion. Together we will achieve more in the year ahead.



Douglas Rienzo
Pensions and Benefits
Partner and Chair, Osler
Diversity Committee



Our diversity mandate

Osler is committed to diversity and inclusion in our policies and in practice. We were one of the first law firms in Canada to establish a formal Diversity Committee and Diversity Mandate. Our Mandate is to promote diversity within the firm, in 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.

As such, Osler's culture is one of mutual respect and collaboration, which values and celebrates diverse viewpoints and backgrounds. 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 we serve. We believe our diversity in views, ideas and perspectives positively informs our services to clients and reinforces our commitment to each other, and we work to create internal programs and policies that promote an inclusive environment.

Our diversity efforts also reach well beyond our firm. We actively support a wide range of external initiatives to foster and celebrate diversity within the communities we serve.

More details about our internal initiatives and external outreach can be found in the following pages.

ONE OF CANADA'S BEST DIVERSITY EMPLOYERS

For the second consecutive year, Osler was named one of Canada's Best Diversity Employers in 2017. The national competition (which is a category within the Canada's Top 100 Employers project) recognizes employers across Canada that have exceptional workplace diversity and inclusiveness programs.



In support of our clients

Our clients know that embracing diversity is part of building a good business. Diversity strengthens organizations and provides better business solutions and outcomes. We see our clients' diversity goals as an extension of our own and support their objectives through our external initiatives and internal actions.

Many of our diversity initiatives are implemented in conjunction with our clients and in support of diversity efforts within the industries where they work. This includes sponsoring community programs, getting involved in volunteer and pro bono activities, and hosting events such as our annual Pride celebration, which we co-host with the Bank of Montreal.

Client reporting on diversity within our firm is also important. We believe fostering diversity and inclusion is an ongoing process and we strive to keep clients updated on our progress. Our internal focus on diversity enables us to continue to enhance our relationships with our clients and provide the highest quality legal services through a broad range of perspectives.

Recent client-facing activities include the following:

- As part of our service to our clients, we created a unique first-in-Canada reporting tool called the General Counsel Dashboard, which 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.
- To support industry's and clients' diversity efforts, we offer a complimentary [Board Diversity Policy template](#). Developed with the Institute of Corporate Directors, this tool can be used as a starting point to assist boards in meeting their gender diversity disclosure requirements. It provides simple and standardized diversity policy language that companies can tailor to reflect their unique circumstances.
- We conduct a biennial demographic survey to help us develop initiatives that best respond to the needs of our firm and our increasingly diverse client base. We started this survey in 2012 and believe we were one of the first law firms in Canada to do so.
- Osler produces an annual study of the corporate governance landscape in Canada that shines a spotlight on the gap of representation of women in leadership roles both at the executive level and the board level. Our [2017 Diversity Disclosure Practices report](#) reveals the modest gains that have been made since 2016. Our report provides best practices for promoting the advancement of women in the workplace, and we are a prominent voice on the subject in business media.

According to our 2017 *Diversity Disclosure Practices* report



Women now hold 14.5% of all board seats among all companies disclosing the number of women directors on their boards and 26% of the board seats for S&P/TSX 60 companies;

for full-year 2016, the corresponding percentages were 12.6% and 24.6%, respectively.





Commitment to gender diversity

Osler's commitment to embracing gender diversity has taken many forms internally and externally over decades. In particular, Osler's history of strong and dynamic female leadership has been integral to shaping the firm we are today. Looking back almost 50 years, Osler was one of the first large corporate law firms in Canada to admit a woman to its partnership ranks, in 1968. That partner, Bertha Wilson, went on to make history again as the first female justice appointed to the Supreme Court of Canada.

Osler's current leadership team includes Dale Ponder, who was recently appointed as the firm's first female National Co-Chair in July 2017 after more than eight years as Osler's first National Managing Partner and Chief Executive. Eight years prior to that she was our National Co-Managing Partner. Sandra Abitan was named the Managing Partner of Osler's Montréal office in July 2017, and Donna White is our Managing Partner in Ottawa.

Throughout 2017, we supported a number of initiatives that promoted the advancement of women in leadership positions within our firm, the legal industry and broader community, 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 16.



DALE PONDER NAMED ONE OF CANADA'S MOST POWERFUL WOMEN

In 2017, Dale Ponder, Osler's Co-Chair, was named a recipient of the prestigious Canada's Most Powerful Women: Top 100 Awards and was inducted into WXN's Top 100 Hall of Fame.



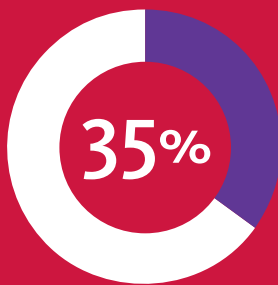
TRAILBLAZER MONICA BIRINGER WINS 2017 LEXPERT ZENITH AWARD: CELEBRATING WOMEN IN LAW

Monica Biringer, Osler partner and Co-Chair of our Taxation Practice Group, was named a *Lexpert Zenith Award* recipient in 2017 for her exceptional leadership skills and accomplishments in supporting the advancement of women in the legal profession.

REPRESENTATION OF WOMEN AT OSLER

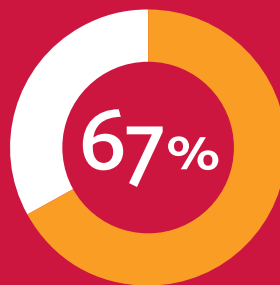
as at December 31, 2017

Women hold...



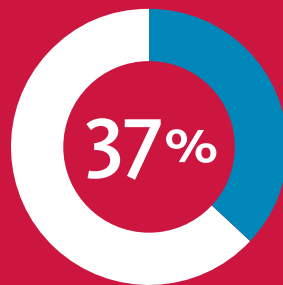
of positions on the operation and partnership committees

Women hold...



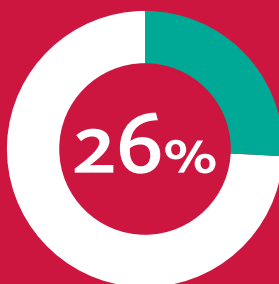
of chief executive positions

Women represent...



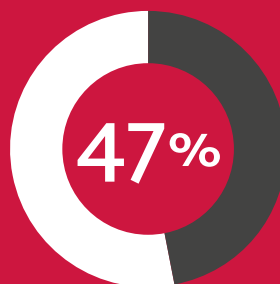
of all lawyers

Women represent...



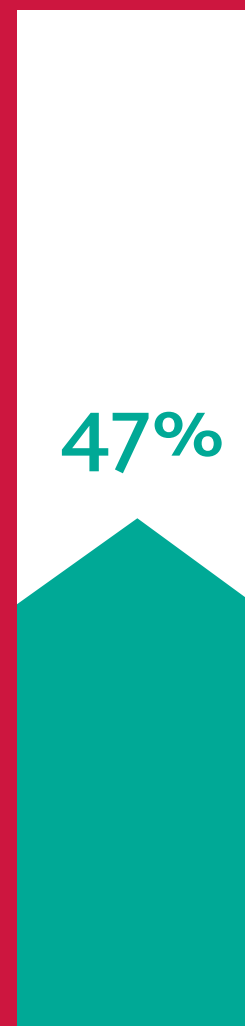
of all partners

Women represent...



of all associates

Between 2014 and 2017,



of our new partners at Osler were women

Spotlight – 2017 gender diversity initiatives



DIVERSITY IN TECH

A diversity gap is very visible in Canada's thriving tech sector. To be a force of positive change in that space, Osler became a founding corporate partner of an important new organization

called #movethedial. #movethedial aims to create awareness of the gender gap that exists in the tech and innovation community in Canada. We supported #movethedial's groundbreaking research report called *Where's the Dial Now? Benchmark Report 2017*. Osler has also been involved in a number of #movethedial events in various offices, including an event on June 15, 2017, called "Changing the face of tech leadership in Canada," which brought together women professionals, journalists and female founders in the Toronto tech ecosystem.

TRAILBLAZERS: MEETING WOMEN IN LAW

On October 18, 2017, our Toronto office hosted an event organized by the Ontario Justice Education Network, the Women's Legal Education and Action Fund, and Law in Action Within Schools. The event enabled a small group of female high school students from schools in the GTA to take part in a Q&A session with a panel of our female associates who shared what it's like to be a lawyer.



PRO BONO MATTERS

Osler's pro bono contributions reach across the country and beyond our borders. We are proud to support organizations and individuals that are doing important work in the community every day. Our work for the equality effect is just one example of our pro bono involvement.



May Cheng
Partner

The equality effect is a Canadian-based charitable organization that uses human rights law to improve the lives of women and girls in Africa and around the world. Osler is a sponsor of the equality effect and May Cheng, an Osler IP partner, has supported the organization through pro bono and volunteer work since its inception, including helping it secure rights in its name and obtain its charitable status. She is also a member of the equality effect's fundraising committee and organized an event in support of the not-for-profit in 2017.

SUPPORTING THE SUCCESS OF WOMEN GCs

We actively support organizations that promote the advancement of women in leadership roles. For example, we are an annual sponsor of the Women General Counsel Canada's national conference. The Women General Counsel Canada's mission is to help women in general counsel and executive legal leadership roles succeed as legal and business executives.

MAKING WOMEN'S VOICES HEARD

Osler collaborated with Shari Graydon, the Founder of Informed Opinions, an Ottawa-based research enterprise whose mission is to achieve gender balance in public discourse by 2025. Shari has held coaching sessions with Osler female partners and associates, and has delivered the keynote address at Osler client events. With Shari's support, we hosted the Informed Women seminar series in our Toronto, Calgary, Ottawa and Vancouver offices, which provided training for our female clients on how to make their voices heard, and encouraged women at Osler and our clients to participate in the [ExpertWomen's](#) database, which is a resource for journalists, writers and editors.

“Given our mandate to amplify women's voices for a more democratic Canada, we appreciate the opportunity to collaborate with Osler – a firm investing in expanding knowledge about and attention to the critical importance of diversity and inclusion.”



Shari Graydon
Founder and Catalyst,
Informed Opinions

INSPIRING WOMEN SPEAKER SERIES

On September 26, 2017, our Montréal office kicked off its series of events dedicated to connecting, inspiring and empowering women regarding their personal and professional development. Fifty female professionals joined Osler female legal professionals for lunch with Sarah Segal, Founder and President of Squish and Head of Product Development and Innovation at DAVIDsTEA. Attendees were able to network while learning more about Sarah's journey leading to the creation of Squish, her challenges in business as a young woman and Squish's expansion strategy in a changing retail environment.



Internal diversity initiatives

Our diversity work starts from within. We are dedicated to creating innovative policies and opportunities that promote the continuous growth of diversity and inclusion within the firm. As such, our practices, procedures and employee programs are aimed at fostering a work culture that promotes equality and inclusion, and ensures all individuals are treated with dignity and respect.

POLICIES

Osler has introduced the following policies 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

We actively manage the dissemination of these policies, including providing policies to all new hires and implementing a review of our policies on a regular basis. Our Diversity & Inclusion Policy is published on our firm's intranet in the Diversity@Osler section. The section includes information on diversity publications, holidays and events, Osler's Legal Professional Resource Groups, Osler's diversity milestones and a learning opportunities section with online teaching materials to enhance understanding of diversity issues.

Being transparent about the respectful and confidential support that people can expect to have during important life events is key.

OSLER'S GENDER IDENTITY & SEXUAL ORIENTATION POLICY

Our newest diversity policy sets out the commitment of the firm to work with and support any employee who wishes to undertake a gender transition. Transitioning refers to the time when a person begins to live as the gender with which they identify rather than the gender they were assigned at birth, which often includes changing one's first name and dressing and grooming differently. The policy addresses issues like confidentiality and privacy, washroom use, attire, change of name and pronoun usage – things that most of us take for granted, but can be challenging for someone who wishes to transition.

“Throughout my career at Osler, the firm has shown an impressive commitment to promoting diversity and inclusiveness. That commitment has been, and is continually, demonstrated through its internal and external support of countless initiatives and programs. Equally as meaningful as those formal demonstrations has been the culture that the firm has fostered and that I have experienced over the years; it is one where differences are understood and respected but not used to define a person. Osler is a place where individuals, irrespective of their race, gender, sexual orientation, religion or anything else, can and do succeed at every level.”



Chima Ubani
Partner, Corporate





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.

Domestic Partner/Same-Sex Spouse Health Benefits

While firm-subsidized health insurance for domestic partners and same-sex spouses is standard in Canada, Osler has provided similar coverage to employees in the U.S. for many years.

Quiet Room

The Quiet Room in our Toronto office is a space where Osler lawyers and staff of any religion, or of no religion, can engage in prayer, quiet reflection or meditation.

Pregnancy/Parental Leave Buddy Program for associates

This program provides guidance and support to both women and men before, during and after parental 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 leaves, 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, management 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 17 weeks, depending on the role held at Osler.

LEGAL PROFESSIONAL RESOURCE GROUPS

An important part of Osler's commitment to diversity and inclusion is the establishment of a policy framework that supports the organic creation of Legal Professional Resource Groups (LPRGs) within the firm. 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. Osler has the following LPRGs: the Osler Women Lawyers Network (OWLN), the Osler Pride Network (OPN) and the Asia-Pacific Affinity Network (APAN).

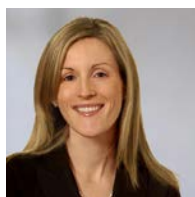
Osler Women Lawyers Network

The Osler Women Lawyers Network 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, business development opportunities and new recruitment programs. OWLN had a busy year in 2017, which involved the following activities:

- encouraged mentoring between senior and junior female associates through its Peer-to-Peer Associate Mentorship Program.
- held an International Women's Day luncheon, where a panel of Osler partners discussed business development strategies.
- encouraged positive change in hosting an event called Pathway to Inclusive Leadership, in partnership with American Express. The event featured guest speaker Tanya van Biesen, Executive Director of Catalyst.
- ran professional development sessions, including one on negotiation (featuring guest speaker Delee Fromm, a lawyer and career consultant) and one on communication strategy (featuring guest speaker Chris Graham of TellPeople). The programs were attended by both male and female associates.
- hosted our annual firm-wide Women's Event, which brought together more than 185 women professionals including Osler partners, associates and students, as well as alumnae and clients from across the country. The evening was filled with inspiration and conversation and featured keynote speaker Dr. Danielle Martin, Vice President, Medical Affairs and Health System Solutions at Women's College Hospital.



OWLN committee members



Aislinn Reid
Associate lead



Amanda Heale
Partner support

Osler Pride Network

The Osler Pride Network was created by and for Osler legal professionals who identify as lesbian, gay, bisexual or transgender, and their allies, to support professional development and offer networking opportunities. In 2017, OPN supported various initiatives, including 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 its 2017 annual conference, Out on Bay Street, which was held September 15-16, 2017, in Toronto.

Osler and BMO partner to celebrate Pride 2017

In celebration of Pride Toronto 2017 and Pride Month, which kicked off on June 1, 2017, we co-hosted our annual Pride celebration with BMO on June 22, 2017, for all of our clients and legal professionals.

Our guest speaker was Nicki Ward, a human rights advocate who came out as transgender two decades ago while working in the financial services industry. Nicki has conducted diversity and inclusion training for thousands of people, and has helped create benchmark diversity policies across Canada. She currently serves on the Board of Directors of The 519 community centre, which supports LGBTQ communities in Toronto. Nicki's words were thoughtful, humorous, sad in parts, and very, very inspiring.

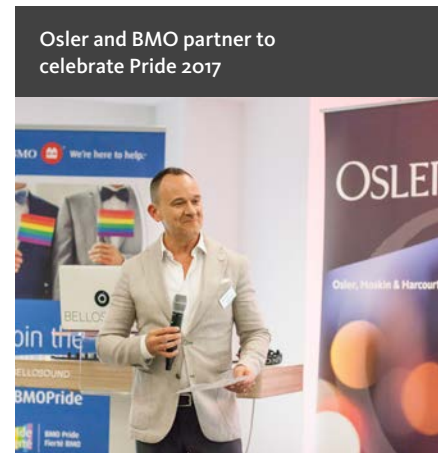
OPN committee members



Louis Tsilivis
Associate lead



Douglas Rienzo
Partner support





Asia-Pacific Affinity Network

The Asia-Pacific Affinity Network 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. APAN supported various external events throughout the year with its community partners:

- On February 13, 2017, APAN hosted a Canada China Business Council event featuring guest speaker David Murphy, Minister (Commercial) of the Embassy of Canada in Beijing, who spoke about bilateral trade and business opportunities with China.
- APAN held a lunch seminar for current Osler members, alumni and clients on corporate cultural sensitivities with Chinese investors on March 28, 2017. Sarah Kutulakos, Executive Director of the Canada China Business Council and an expert in Canada-China bilateral business and trade, shared her understanding on cultural differences and insights on cultural sensitivity and awareness.
- On July 24-26, 2017, APAN welcomed Ascend Canada to our Toronto office and hosted its Executive Insight Series, a program that helps to prepare high-potential Pan-Asian managers and senior professionals with management backgrounds for influential roles in corporate Canada.
- Osler team members made a solid showing at the 11th annual Federation of Asian Canadian Lawyers conference and gala, which was held on November 18, 2017.

APAN committee members



Eric Choi
Associate lead



Michele Qu
Associate lead



Richard Wong
Partner support

“My experiences at Osler, whether it’s working on client files, helping out during the recruitment process or getting involved with the Asia-Pacific Affinity Network, have enabled me to see first-hand the effort Osler puts into building a firm that celebrates diversity and cultivates an inclusive environment.”

Michele Qu

Co-lead of Osler’s Asia-Pacific Affinity Network
Osler Associate, Corporate

Internal events

Throughout 2017, Osler hosted a number of internal events in support of diversity and inclusion.



OSLER DENIM DAYS

Osler Denim Days are firm-wide events where lawyers and staff can wear denim by supporting a local not-for-profit. Through Denim Days, we have raised funds in recognition of Black History Month, International Women's Day and Pride Week. We have also supported a number of worthwhile organizations, including the Women's Legal Education and Action Fund, the Black Law Students' Association of Canada, The 519 community centre in Toronto, the Ten Oaks Project in Ottawa and Interligne in Montréal.



DAY OF PINK

On April 12, 2017, Osler lawyers and staff wore pink in recognition of the International Day of Pink against bullying, discrimination, homophobia, transphobia and transmisogyny. Whether it was a pink shirt, skirt, tie or even a pocket square, our team showed its support.



Toronto office



Ottawa office

External diversity initiatives

Osler's commitment to diversity extends to our impact in the community at large. From our community sponsorships and memberships to our ongoing pro bono work, we support a wide range of community initiatives and causes that promote and foster diversity and inclusion.

As a firm, we work with agencies that assist individuals facing socio-economic barriers to professional or other employment, including new Canadians. We also maintain a Community Volunteer Involvement page on our intranet, which pairs lawyers and staff with community agencies where volunteers or board members are needed.

LEGAL INDUSTRY AND COMMUNITY IMPACT HIGHLIGHTS

Osler supported a number of organizations and events in 2017 to promote diversity and inclusion in law schools and in communities where we work. Here are just two examples of our community involvement.

FACL'S "MENTOR-A-THON" EVENT



For a third consecutive year, Osler's Toronto office welcomed approximately 120 attendees to FACL's annual "Mentor-A-Thon." Held on February 9, 2017, this speed mentoring event paired law students with mentors (legal professionals in their first to fifth year of call). This year, Osler co-hosted the event with Scotiabank. Katy Waugh, Scotiabank's Senior Vice-President and Deputy General Counsel, spoke at the event.

ABORIGINAL LAW STUDENT SUMMER EMPLOYMENT PROGRAM

The purpose of this program is to allow law firms and the legal profession to gain greater insight into Aboriginal culture and issues. It also provides an opportunity for Aboriginal law students to obtain work experience in a legal setting and to foster ongoing relationships between Aboriginal students and practising lawyers. Osler's Calgary office participates in this program, which is facilitated by the Law Society of Alberta.

DONATIONS AND SPONSORSHIPS

Below is a representative list of the organizations and events we supported over the past year.

- Asian Canadian Law Students Conference
- Black Law Students' Association of Canada Conference
- Canadian Association of Black Lawyers Gala
- Catalyst Awards Gala
- Dress for Success Toronto Bay Street Suit Challenge
- Federation of Asian Canadian Lawyers Gala
- Osgoode Black Law Students' Association
- Osgoode Women's Network "OWN Your Career" Event
- Pride at Work Canada – Holiday Gala
- South Asian Bar Association Gala
- Start Proud's Out on Bay Street Annual Conference
- University of Toronto Women and the Law Networking Event
- Young Women in Law Gala

MEMBERSHIPS

Osler maintains memberships with numerous organizations across Canada that promote diversity and inclusion. These organizations provide our legal professionals with opportunities to network and to support diversity and inclusion in numerous communities.

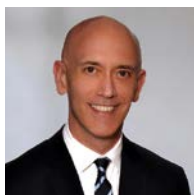
- Catalyst
- Federation of Asian Canadian Lawyers
- Law Firm Diversity and Inclusion Network
- Pride at Work Canada
- Young Women in Law

2017 Diversity Committee members

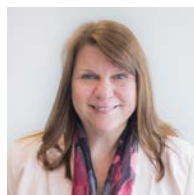
TORONTO



Douglas Rienzo
Pensions and Benefits
Partner and Chair, Osler
Diversity Committee
drienzo@osler.com
416.862.5683



Steven Cline



Lori Gosling



Amanda Heale



Jennifer Jodha



Brett Ledger



Matias Milet

MONTREAL



Catherine Bleau



Robert Yalden



Tamara Prince



Rei Jiloca

CALGARY

VANCOUVER

OTTAWA



Barry Fong



Clark Holden



Jennifer Lee



Paul Seraganian

NEW YORK

**FOR MORE INFORMATION
ON DIVERSITY AT OSLER**

For more information on Osler's diversity programs and initiatives, visit **osler.com/diversity** or contact **Douglas Rienzo, drienzo@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. It’s law that works.

Osler, Hoskin & Harcourt LLP

Toronto Montréal Calgary Ottawa Vancouver New York | osler.com

OSLER