



Diversity at Osler: 2016 Year in Review

Celebrating and fostering a culture of inclusion

OSLER

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“Diversity matters at Osler. We believe in fostering a firm culture that is welcoming and inclusive and that provides everyone with an opportunity to succeed.”

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

Message from Osler's Diversity Committee Chair

Diversity matters at Osler. We believe in fostering a firm culture that is welcoming and inclusive and that provides everyone with an opportunity to succeed. Although this is our first annual report on diversity, we have long been dedicated to supporting and promoting diversity within our firm. Throughout the following pages, you will learn about Osler's commitment to diversity and read stories about how our Diversity Committee is working to make a difference – within our firm, within the legal industry and in the communities we serve.

Looking back, 2016 was a busy and rewarding year for our Diversity Committee. We completed our third demographic survey of our workforce, which had an outstanding response. (We were one of the first law firms in Canada to implement such a survey, back in 2012, and have been conducting it every two years ever since.) It's often said that you can't change what you don't measure, and these surveys provide us with a useful picture of where we are and how far we've come.

While the Diversity Committee sponsored significant events across all of our offices in 2016, such as the annual Pride party in Toronto co-hosted with our friends at BMO, and our Women's Event, which was attended by more than 200 legal professionals and clients, it is sometimes the smaller events that best show the spirit of inclusion we all share. The photograph on the left, which was taken during the Pride celebrations at our Ottawa office, says it all.

The 2016 achievement of which we are most proud is being named one of Canada's Best Diversity Employers. Fostering diversity and inclusion in our firm, in co-operation with our clients, and in the communities where we work is rewarding for our Committee. It is gratifying and humbling to have our achievements recognized on a national scale. Everyone at Osler should be extremely proud of the respectful and inclusive workplace that we all contribute to every day.

Moving forward, we will continue to develop and support initiatives that effect meaningful change, and remain dedicated to fostering and celebrating diversity and inclusion within our firm and industry.



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



Diversity at Osler – Our philosophy

Osler is proud to take a leading role in supporting and promoting diversity within our firm, in the legal industry and in our communities. We respect that each individual is unique, and we recognize, welcome and celebrate these individual differences. We aim to ensure that all of us can “bring our full selves” to work and achieve our full potential. And we strive to provide an inclusive, collaborative and supportive professional environment that nurtures and values a collective force of unique talents and viewpoints.

DIVERSITY DEVELOPS BETTER SOLUTIONS

By embracing difference, not only do we offer a better work environment for our people, but we deliver better solutions to our clients. The solutions that emerge from diverse teams and perspectives have proven to be the most creative and open pathways to success. Diversity drives innovation, which enables us to find new solutions to complex problems and provide the highest quality legal services through a broad range of perspectives.

FOSTERING AN INCLUSIVE ENVIRONMENT

Gender inclusivity is a cornerstone of Osler’s dedication to diversity. We have long been committed to supporting the professional advancement of the female lawyers at our firm – at all levels and in all areas of expertise. 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.

Our commitment to diversity

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

We have developed a wide range of internal employee programs and initiatives, such as our Legal Professional Resource Groups, that promote diversity and inclusion within the firm. Many of our initiatives are informed by our biennial diversity survey.

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.

Osler's Diversity Committee

Diversity at Osler stems from the work of our Diversity Committee, which draws on strategic input from our Diversity Committee Executive Council. The Osler Diversity Committee was formed in April 2010 with a mandate to promote diversity and inclusion in our firm, within the framework of the Osler culture of excellence and merit. In addition to its primary mandate, the Diversity Committee also aims to promote diversity in support of our relationships with our clients and in the institutions and communities from which we recruit our talent.

The Diversity Committee's focus is to assist in fostering a firm culture that is welcoming and inclusive, where all staff and lawyers have equal opportunity regardless of gender, race, culture, nationality, ethnic origin, colour, creed, sexual orientation, gender identity, marital status, family status, disability or other characteristic constituting a prohibited ground of discrimination at law.



DIVERSITY COMMITTEE MISSION STATEMENT

Our mission is to support a firm culture that respects and celebrates diverse viewpoints and backgrounds. Working within the strong Osler culture of mutual respect, collaboration, service and excellence, we strive to attract, retain and promote staff and lawyers who are the best at what they do and who reflect the diversity of the communities where we operate. If Osler is home to the best and brightest, no matter their background, we will continue to foster a welcoming workplace for all lawyers and staff, and our diversity will allow us to deliver top-quality legal services augmented by the power of diverse views, ideas and perspectives.

2016 DIVERSITY COMMITTEE MEMBERS

TORONTO



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



Steven Cline



Sony Gokhale



Lori Gosling



Amanda Heale



Jennifer Jodha



Brett Ledger

MONTREAL

CALGARY



Robert Yalden



Rummy Basra



Colin Feasby



Steven Ngo

OTTAWA

NEW YORK



Barry Fong



Clark Holden



Patricia Wilson



Jennifer Lee

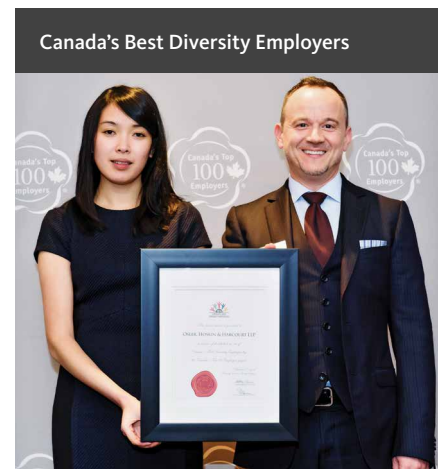


Paul Seraganian

Osler's diversity recognition in 2016

Osler is proud that our diversity and inclusion efforts were recognized by various organizations over the course of 2016.

- Douglas Rienzo, Diversity Committee Chair, won a **2016 Zenith Award** for being a diversity leader within the law firm community. The awards are sponsored by *Lexpert*. Winners are recognized for excellence in their careers and their service to their practice areas, community, profession, law firms and businesses in the area of diversity and inclusion.
- Osler was named one of **Canada's Best Diversity Employers** for 2016. The national competition (which is a category within Canada's Top 100 Employers project) recognizes employers across Canada that have exceptional workplace diversity and inclusiveness programs.
- Osler was named the recipient of the **2016 Corporate Diversity and Leadership Award** by the Federation of Asian Canadian Lawyers. The award celebrates individuals and organizations that have demonstrated exceptional leadership in achieving greater diversity in the legal profession.
- Osler was named the first recipient of the "**Law Firm Award**" by the 2016 Women in Law Leadership (WILL) Awards. The honour recognizes the law firm operating in Alberta that "best demonstrates leadership in fostering an inclusive environment for female lawyers."
- Osler was awarded "**Best Firm in Canada**" by Euromoney Legal Media Group in connection with its 2016 Americas Women in Business Law Awards. The honour recognizes outstanding achievement in supporting gender diversity, innovation, mentoring, work-life balance, pro bono work and talent management, and reflects Osler's ongoing commitment to promoting diversity and inclusion in the workplace.



Osler's 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, which was refreshed over the last year to enable easy access to our firm's diversity-related resources and guidelines. 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.

DEMOGRAPHIC SURVEY

Over the summer of 2016, Osler's Diversity Committee conducted a firm-wide demographic survey on the diversity of our workforce. All staff and legal professionals were invited to complete the voluntary and confidential survey, which had an impressive response rate – 77%. From the data collected in the survey, Osler continues to develop diversity and inclusion initiatives that best respond to the needs of our firm and our increasingly diverse client base.

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

OSLER INTRODUCES NEW GENDER IDENTITY AND SEXUAL ORIENTATION POLICY

Late in 2016, Osler's Diversity Committee introduced a new policy on Gender Identity and Sexual Orientation to address issues specific to members of the LGBTQ (lesbian, gay, bisexual, transgender, queer/questioning) community. In particular, the policy addresses procedures that will be followed if any transgender individual working at Osler decides to transition while working at the firm.

Transitioning refers to the time when a transgender 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 differently. Transitioning may or may not also involve medical and legal aspects, including taking hormones, having surgery and revising identity documents (e.g., a driver's licence) to reflect one's gender identity. Being transparent about the respectful and confidential support that people can expect to have during important life events is key to ensuring that they feel comfortable bringing their total selves to work, and powerfully expresses Osler's commitment to inclusion.





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 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 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.

Kids & Company

All firm members in Canada have access to reliable, high-quality child and elder care for a better work-life balance.



OSLER'S 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 (also known as "employee resource groups" or "affinity groups") 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 Pride Network

Led by Brandon Kerstens and supported by Douglas Rienzo, 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.

Osler and BMO partner to celebrate Pride 2016

In celebration of Pride Toronto 2016 and Canada's first-ever Pride Month, which kicked off on June 1, Osler and BMO hosted their second joint cocktail reception on June 23 for all of our clients and legal professionals. Pia Schmidt-Hansen, Senior Manager, Fraud Risk Oversight & Change Solutions at BMO Financial Group and Chair of BMO's Pride Employee Resource Group, provided the opening remarks. She spoke on inclusivity in the workplace and the importance of allies for the LGBTQ community.

Osler's Diversity Committee Chair, Douglas Rienzo, discussed the work that still needs to be done in the light of an increase in hate crimes against LGBTQ people. He highlighted that flying the Pride flag at the "top institutions" on Bay Street sends a message of acceptance and inclusion.

Guest speaker Gail Cohen, former Editor in Chief of Canadian Lawyer/Law Times media, shared her thoughts on her experiences and the evolution of attitudes towards "being out" in the legal community. She spoke on how it is "incumbent upon us who can and do work and live in supportive environments to speak out to actively fight homophobia, even if it's in small little ways that normalize our lives, loves and reality."



Osler Women Lawyers Network (OWLN)

Led by Aislinn Reid and supported by Amanda Heale, 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.

In the spring of 2016, OWLN launched a Peer-to-Peer Associate Mentoring Program in the Toronto office. The program pairs junior associates with senior associate mentors to facilitate knowledge sharing and cross-departmental networking opportunities.

In addition to the work of OWLN, Osler announced the Women Partner/ Associate Lunch Program, an important networking initiative to build relationships across departments between female partners and mid- to senior-level female associates at Osler. The program creates an opportunity for associates to develop relationships with partners and gain insight from their perspectives and experience, which otherwise may not be possible in their day-to-day practice.

Osler hosts annual Women's Event

On September 22, 2016, Osler hosted its annual Women's Event (presented by OWLN), providing a meaningful networking and relationship-building opportunity for female legal professionals across the firm. Osler partners, associates and students joined alumnae and clients from across the country for an evening of inspiration and conversation, which included motivational insight from keynote speaker Dr. Kimberley Amirault-Ryan, an award-winning performance consultant who works with corporate leaders and high-performance athletes to enable them to "push forward and achieve more."

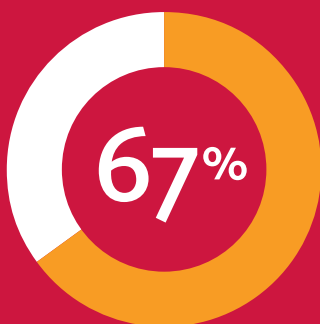
Amanda Heale, a partner in Osler's Taxation Group and supporter of OWLN, provided the opening remarks, welcoming the more than 200 attendees to Osler's Toronto office.



REPRESENTATION OF WOMEN IN OSLER'S LEGAL RANKS

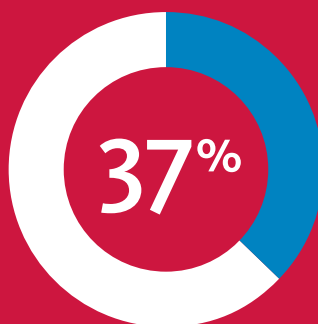
as at December 31, 2016

Women hold...



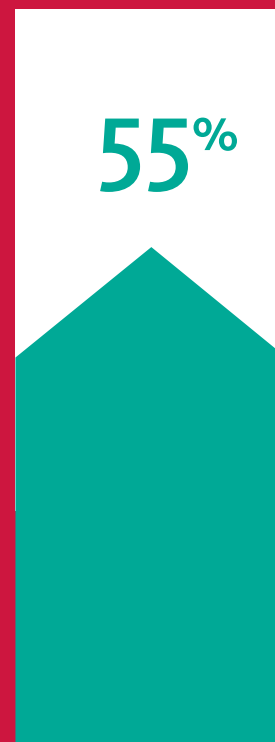
of chief executive positions

Women represent...



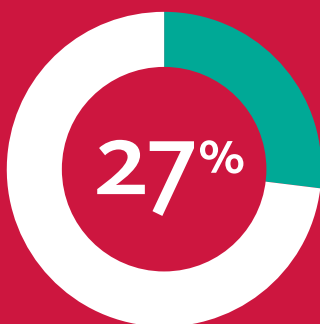
of all lawyers

Between 2014 and 2016, more than...



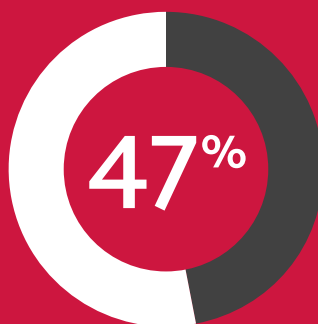
of our new partners at Osler were women

Women represent...



of all partners

Women represent...



of all associates

Asia-Pacific Affinity Network (APAN)

Led by Eric Choi, Michele Qu and Steven Ngo, and supported by Richard Wong, the Asia-Pacific Affinity Network was created by and for members of the Osler community. APAN 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, including Ascend Canada, the Federation of Asian Canadian Lawyers, the Hong Kong-Canada Business Association and the Canada China Business Council.

On November 22, 2016, APAN supported the Federation of Asian Canadian Lawyers (Western Chapter) with its evening panel, “Diversity in Practice: Panel and Networking Reception,” which was hosted at Osler’s Calgary office and moderated by Steven Ngo.

Members of our Osler team made a solid showing at the 10th annual Federation of Asian Canadian Lawyers conference and gala, celebrating a decade of achievements since its founding. Our Diversity Committee Chair, Douglas Rienzo, hosted a panel discussion on diversity and inclusion initiatives in Big Law and our firm received FACL’s 2016 Corporate Diversity and Leadership Award.

Among Osler lawyers and staff, we speak 37 different languages (in addition to English and French).

Federation of Asian Canadian Lawyers hosts “Mentor-A-Thon” event

For a second time, Osler’s Toronto office welcomed approximately 100 attendees to FACL’s annual “Mentor-A-Thon.” Held on February 26, 2016, this speed mentoring event paired law students with mentors (legal professionals in their first to fifth year of call). We were also pleased to welcome Cory Freed, Senior Corporate Counsel, and Lynn Hashimoto, Senior Attorney, both from Microsoft, who spoke at the event.

“I’m an associate in Osler’s Corporate Department and co-lead of the firm’s Asia-Pacific Affinity Network. 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. This commitment not only attracts lawyers and staff who are the best at what they do, but provides our clients with the benefit of a wide range of viewpoints and experiences that our professionals offer, which ultimately enables us to create a better workplace and deliver better solutions to our clients.”



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



Osler's 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.

2016 LEGAL INDUSTRY AND COMMUNITY IMPACT HIGHLIGHTS

Here are just some of the organizations and events Osler supported in 2016.

South Asian Bar Association CLE Event

On June 2, 2016, Osler hosted a South Asian Bar Association CLE event on identifying, building and marketing your professional profile to help lawyers develop a strategic career path. Dal Bhathal, Managing Partner of The Counsel Network, led the informative and interactive career planning session and provided useful tips on how to communicate your value and negotiate challenges and opportunities.

Aboriginal Law Student Summer Employment Program

Osler is a participant in this program, which is facilitated by the Law Society of Alberta. The purpose of the program is to allow law firms and the legal profession to gain greater insight into Aboriginal culture and issues as well as provide 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.

Trailblazers

On October 19, 2016, Osler participated in an event organized by the Ontario Justice Education Network, Women's Legal Education and Action Fund, and Law in Action Within Schools. The firm hosted a visit for 10 female high school students that included participation in a Q&A session with a panel of our female associates, who shared what it's like being a lawyer.

Start Proud (formerly Out on Bay Street)

Start Proud is a student-run organization that supports the professional development of lesbian, gay, bisexual, transgender, queer and ally students as they transition from school to career. Osler sponsored its 2016 annual conference, which was held September 16-17 in Toronto. At the conference, Douglas Rienzo and Brandon Kerstens presented a workshop on transitioning from student to lawyer, including tips on resumes and interviews.

Canadian Association of Black Lawyers (CABL) Gala

CABL held its largest gala to date on October 15, 2016. More than 300 attendees came to the event, which included speeches by representatives from the federal and provincial governments and the Law Society and an interview with Donovan Bailey. Osler was one of the many table sponsors.

PFLAG Lunch and Learn

Osler's Diversity Committee held a lunch and learn session on May 24, 2016, welcoming speakers from Toronto PFLAG (parents, families and friends of lesbians and gays). The organization promotes the health and well-being of gay, lesbian, bisexual and transgender persons and their families and friends. PFLAG representatives Giselle Sheer Bloch and Anne Creighton presented a talk that educated attendees about supporting children who are growing up trans and how we can all be better allies of LGBTQ people in our workplace and private lives. We held the session live in Toronto and provided the opportunity for our staff and legal professionals across the firm to participate by video conference.

Law Firm Diversity and Inclusion Network (LFDIN) / Legal Leaders for Diversity (LLD) Joint Event in Toronto

Osler is a founding member of LFDIN, a group of Canadian law firms that meet to discuss and share best practices in diversity and inclusion. LLD is a group of general counsel from across Canada who have committed themselves to diversity-enhancing initiatives within their in-house legal teams and among their suppliers. On November 22, 2016, LFDIN and LLD co-hosted an event addressing mental health issues in the workplace, which included a keynote address by Dr. David Goldbloom, a Senior Medical Advisor at the Centre for Addiction and Mental Health in Toronto, Professor of Psychiatry at the University of Toronto, and former Chair of the Mental Health Commission of Canada. The event was attended by Osler lawyers and clients.

2016 DONATIONS AND SPONSORSHIPS

Osler supported a number of organizations and events in 2016 to promote diversity and inclusion in law schools and in communities where we work. A representative list is shown below.

- 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 Drive
- Federation of Asian Canadian Lawyers Gala
- Osgoode Black Law Students Association
- Osgoode Indigenous Students Association
- Osgoode Women's Network "Own Your Career" Event
- Start Proud (formerly Out on Bay Street) Annual Conference
- PFLAG Toronto
- Pride at Work – Flare for Life
- South Asian Bar Association Gala
- Women and the Law Networking Event (University of Toronto)
- Young Women in Law Gala

2016 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. A list of our memberships is shown below.

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

**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.

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