



**2024 Year in Review**

# Diversity at Osler

Creating a vibrant workplace  
and community out of our diversity

WELCOME

# Message from Osler's Diversity Committee Chair

Osler is committed to fostering a workplace that embraces the diversity of talent and encourages each of our firm members to achieve their goals and contribute to the success of our clients, our firm and our communities. I am pleased to report on the broad range activities and programs we engaged in throughout 2024 to foster a work environment that embraces these values.

I am grateful for the continued engagement from members across the firm, in each of our offices, and in our diversity and inclusion programs and activities. I am particularly impressed by the depth of participation in the firm's Legal Professional Resource Groups (LPRGs). LPRGs play a vital role in firm members' growth and development as they offer the opportunity to hone leadership skills, expand networks and give back to communities. I encourage you to watch the videos embedded in this report to hear first-hand accounts of the difference our LPRGs are making — for their members, for the firm and in our communities. We are proud to be once again named as one of *Canada's Best Diversity Employers* in recognition of the broad commitment and participation throughout the firm, supported by firm leadership.

I invite you to review our 2024 *Diversity Annual Report* and learn more about the firm's commitment to nurturing the diversity of talent, fostering the inclusion and growth of all firm members, and engaging with our clients and communities.



**Shuli Rodal**

(she/her)

Chair, Diversity Committee

Partner, Competition/Antitrust and Foreign Investment

WELCOME

# Message from Osler's National Managing Partner

I am proud to think about the initiatives we have embraced to advance our firm's equity, diversity, and inclusion goals over the past year as set forth in this year's *Diversity Annual Report*. From implementing new policies and procedures to hosting educational and social events both internally and within our communities, Osler's dedication to fostering a diverse and inclusive workplace is not only steadfast but also growing stronger with each passing year.

I hope you share this sense of pride and inspiration as you explore the pages ahead.

This year, many members of the Osler community have made significant contributions to our equity, diversity, and inclusion efforts. I would especially like to acknowledge the hard work and commitment of Shuli Rodal (Chair of our Diversity Committee), Amy Sujae Lee (Senior Manager, Diversity and Inclusion), and all the members of the firm's Diversity Committee. Your unwavering support and dedication are instrumental as we continue to champion change, not just within our offices, but also in the broader communities where we operate. Thank you for your invaluable contributions.



**Doug Bryce**  
(he/him)  
National Managing Partner

WELCOME

# Our Diversity Mandate

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

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

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

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

WELCOME

# Diversity Committee

**Shuli Rodal**

(she/her)

Chair, Diversity Committee

Partner, Competition/Antitrust and Foreign Investment

**Amy Sujae Lee**

(she/her)

Senior Manager,

Diversity and Inclusion

TORONTO

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**Steven Cline**

(he/him)

Career Development Officer

**Jennifer Dolman**

(she/her)

Partner,

Disputes



**Jennifer Jodha**

(she/her)

Administrative Coordinator,

Diversity Committee

**Matias Milet**

(he/him)

Partner,

Tax



**Caroline Ross**

(she/her)

Senior Manager,

Talent Management

MONTREAL

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**Myriam Leduc**

(she/her)

Senior Manager,

Human Resources

**Marc Roy**

(he/him)

Associate,

Tax

CALGARY

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**Heather Maxted**

(she/her)

Associate,

Employment and Labour

**Janice Buckingham, KC**

(she/her)

Partner,

Energy

VANCOUVER

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**Parm Ahuja-Robertson**

(she/her)

Director,

Talent and Operations



**Igor Khvan**

(he/him)

Supervisor,

Human Resources

OTTAWA

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**Barry Fong**

(he/him)

Partner,

Intellectual Property

**Clark Holden**

(he/him)

Patent Agent,

Intellectual Property

WELCOME

# Diversity in our leadership

Our commitment to embracing diversity in our leadership is rooted in our history and integral to who we are as a firm. More than 55 years ago, Osler became one of the first corporate law firms in Canada to admit a woman, Bertha Wilson, to its partnership ranks. Wilson would represent many firsts in the legal profession, including becoming the first woman appointed to the Supreme Court of Canada. Her monumental career as a lawyer and in the judiciary has inspired many women who have followed in her steps.

Osler was also the first major law firm in Canada to be led by a women chief executive: Dale Ponder served as Osler's National Managing Partner from 2009 to 2016, and retired from the firm at the end of December 2021 as National Co-Chair.

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

In our Montréal office, Sandra Abitan, Ad. E., is the Office Managing Partner and many chief-level leadership positions (Chief Client Officer, Chief Marketing Officer, Chief Legal Talent Officer, Chief Human Resources Officer, Chief Financial Officer and General Counsel) are also held by women.

Many of the firm's departments and practice groups are led by exceptional women, including one national department that is among the firm's largest business lines: our National Disputes Department, led by Sonia Bjorkquist. Andraya Frith leads our Franchise and Distribution practice, Wendy Gross heads our Technology and Outsourcing practice, Jacqueline Code chairs the Research practice, Andrea Boctor chairs our Pensions and Benefits Group and Shuli Rodal, our Diversity Committee Chair, leads our Competition and Foreign Investment practice. Jennifer Fairfax co-chairs the Environmental Disputes, Investigations and Enforcement Group, Paula Olexiuk co-chairs the Construction and

Infrastructure Group, and Rosalind Hunter is Co-Chair of our Capital Markets practice. Deirdre A. Sheehan is Co-Chair of the Regulatory, Indigenous and Environmental practice.

Jennifer Thompson is the Head of Osler Works – Disputes, which houses Osler's Discovery Management Services, along with many other innovative litigation solutions. Natalie Munroe is Chief of Osler Works – Transactional and Legal Operations, our internal incubator for innovation at the firm and Sandra Sbrocchi is Head of Osler Works – Transactional.

A number of our departments and practice groups are chaired by leaders and members of our Legal Professional Resource Groups. Shahir Guindi, Ad. E., former National Co-Chair of the firm, serves as the partner sponsor of Osler's Middle Eastern and North African Network (MENAN). Richard Wong, who co-chairs the firm's Construction and Infrastructure Group, serves as the partner sponsor of Osler's Asia-Pacific Affinity Network (APAN). Chima Ubani, Chair of our Venture Fund Formation Group, is one of the two partner sponsors of the Osler Black Professionals Network (OBPN). Andrew Aziz, Co-Chair of the Investment Funds practice group, is a member of MENAN and Desmond Lee, Co-Chair of our Capital Markets practice group, is a member of APAN.

In 2022, we welcomed Amy Sujae Lee to the Osler team as Senior Manager, Diversity and Inclusion. Amy works closely with a broad range of key stakeholders within and outside the firm to refine, deliver and drive our diversity and inclusion strategies and initiatives.



## Diversity of our people\*

Men

38%

Women

62%

2SLGBTQ+

10.3%

BIPOC  
Black, Indigenous  
and People of Colour

27.3%

Persons with disabilities

11%

78.7%

of firm members belong to at **least one equity group** (women, members of 2SLGBTQ+ communities, racialized people, Indigenous Peoples or persons with disabilities).

30.1%

of firm members belong to **two or more equity groups**.

4.5%

of firm members belong to **three or more equity groups**.

\*Gender statistics are as of December 31, 2024. All other diversity statistics are taken from the results of Osler's voluntary biennial demographic survey taken in 2024, which had a 67% response rate.

## Osler's diversity and inclusion efforts in numbers

About

57%

of Osler's lawyers belong to at least one **Legal Professional Resource Group**.

More than

450

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

More than

17,500

hours of **pro bono work** were provided by Osler for **about 250 clients** in 2024.

Nearly

2,500

hours were spent this year by about **170 Osler legal professionals** in planning, advising and executing on **diversity and inclusion** events and initiatives.



## Advancement of women lawyers

Women held

67%

of **chief executive** positions in 2024.

Women occupied

33%

of positions on the **Partnership Board** in 2024.

As of January 1, 2025

50%

of **positions on the Partnership Board** are occupied by women.

Women made up

42%

of **new partners** between 2014 and 2024.

## The 30% Club

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

Our Partnership Board (equivalent to a company's board of directors) has set the mandate that at least 30% of its members be women. As of the end of 2024, 4 of the 13 members of the Partnership Board were women. Effective January 1, 2025, 6 of the 13 members of the Partnership Board are women.

Since 2023, we have met our goal of having at least 30% women partners in our partnership. We are also proud to note that our Vancouver office has reached gender parity among the partners.

## Advancement of Women Lawyers Program

Our Partnership Board has determined that the advancement of a higher percentage of women into our partnership is a strategic priority for the firm, with the overall objective of gender parity. In support of this goal, we have committed significant resources to a multifaceted Advancement of Women Lawyers (AWL) program since 2020 that includes mentoring, coaching, gathering in community and sharing insights. This program helps to identify and dismantle obstacles that hinder inclusion and focuses on implementing targeted and tailored strategies to enable Osler to retain women lawyers, promote women associates to partner and advance women partners into leadership positions within the firm.

Since the inception of the program, 18 AWL participants have been admitted as partners. Our fourth year of the program concluded at the end of 2024.



International Women's Day event, Calgary office





Marie-Laure Saliah-Linteau speaks at the Canada's Best Diversity Employers Awards Gala

# Our commitment

## Canada's Best Diversity Employers

In 2024, we were very pleased to be selected as one of *Canada's Best Diversity Employers*, in recognition of our values, initiatives and efforts. *Canada's Best Diversity Employers* is an annual editorial competition which evaluates an applicant employer's noteworthy, unique and successful diversity initiatives against all other applicants as well as applicant employers in the same field. The competition recognizes diversity and inclusiveness programs for employees from the following groups: (a) women; (b) members of visible minorities; (c) persons with disabilities; (d) Indigenous Peoples; and (e) members of 2SLGBTQ+ communities.

We are extremely proud of Marie-Laure Saliah-Linteau who, in connection with her role as an associate lead for OBPB, was invited to the awards gala to address fellow attendees and speak to the importance of advancing diversity and inclusion in the workplace. Other gala attendees included Lipi Mishra (co-lead of Osler South Asian Network (OSAN)), Min Oh (co-lead of Osler Pride Network (OPN) and a member of APAN), Kiana Blake (co-lead of OBPB), Caroline Ross (Senior Manager, Talent Management) and Amy Sujae Lee (Senior Manager, Diversity and Inclusion).

Osler was once again named one of *Canada's Best Diversity Employers* in 2025. [Read why Osler was selected for this honour.](#)

## BlackNorth Initiative Law Firm Pledge

Osler is a signatory to the BlackNorth Initiative Law Firm Pledge, which is an important step toward addressing anti-Black and other forms of structural racism in the legal profession. Under the pledge, we are committed to taking specific actions and meeting certain quantitative and qualitative goals designed to end anti-Black systemic racism and to create opportunities for those from underrepresented BIPOC communities. Osler is committed to achieving the goals set out in the Pledge and to effect meaningful change within our industry.

## Ascend Canada

Osler is proud to be a sponsor of Ascend Canada. Ascend is the largest non-profit Pan-Asian organization for business professionals in North America, with 60,000 members, more than 40 student chapters and 18 professional chapters located in the United States and Canada around major business hubs and educational institutions. Ascend Canada was founded in 2012 to enhance the presence, visibility and influence of current and future Pan-Asian business leaders. With the support of numerous corporate partners, its objectives are to develop the full potential of its more than 3,000 members by leveraging Ascend Canada's networks and providing programs and events that inspire, as well as educate. Osler was delighted to host Ascend Canada for an Executive Roundtable event in March and an introductory session about Ascend Canada for all firm members in May.

## Law Firm Diversity and Inclusion Network

The Law Firm Diversity and Inclusion Network (LFDIN) is a group of Canadian law firms who have agreed to work together to promote diversity and encourage a culture of inclusion in their firms and the broader legal profession. Osler is an original signatory to LFDIN's Statement of Principles. As an LFDIN member, Osler coordinates its efforts and shares best practices with Legal Leaders for Diversity (LLD), a group of Canadian general counsels who have declared their commitment to creating a more inclusive legal profession and supporting diversity initiatives within each of their organizations.

Introductory session about Ascend Canada, Toronto office





IN SUPPORT OF OUR CLIENTS

# Educational programs and resources for in-house teams

## Accomplished Women in Business Salon Series

Committed to leading open and candid discussions on important current topics that engage senior levels of female corporate leadership, Osler's Accomplished Women in Business Salon Series invites accomplished senior women leaders for an intimate and stimulating evening of conversation and networking. In 2024, events in Vancouver, Calgary and Toronto featured a rich exchange of experiences and insights.

## Board Diversity Policy Template

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

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**Download your complimentary template.**

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## Diversity Disclosure Practices report

In 2024, we published our tenth annual *Diversity Disclosure Practices* report, offering an updated analysis of the representation of women, members of visible minorities, Indigenous peoples and persons with disabilities in leadership roles in corporate Canada. As in previous years, the report also provides detailed disclosure on TSX-listed companies to show year-over-year comparisons, as well as a sampling of best practices for increasing diversity and examples of companies going above and beyond in their disclosure. The Future for Diversity in Canada

## The Future for Diversity in Canada

In collaboration with the Institute of Corporate Directors (ICD), Andrew MacDougall, partner, Corporate, moderated a discussion on November 8, 2024, to mark the tenth edition of Osler's *Diversity Disclosure Practices* report. The panel shared their personal board journeys, examined the progress made (and ongoing challenges) in the diversity of corporate leadership, emphasized the importance of developing pipelines of diverse talent, explored mechanisms for change and much more.

Read the report to learn more  
about Canadian public companies  
and key diversity thresholds.



## Indigenous Law Insights

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

## Inside the pages: exploring Valley of the Birdtail with the authors

As a part of our Year-End Professionalism Series, we were pleased to welcome authors Douglas Sanderson (Amo Binashii) and Andrew Stobo Sniderman for a discussion about their acclaimed book. *Valley of the Birdtail: An Indian Reserve, a White Town, and the Road to Reconciliation* follows multiple generations of two families, one white and one Indigenous, and weaves their lives into the larger story of Canada. The book examines how two communities became separate and unequal — and what it means for the rest of us. The authors discussed the role law has played in creating this inequality, as well as the role law might play in reconciliation. This client session was moderated by Richard King, partner and Co-Chair of Osler's Regulatory, Indigenous and Environmental Group.

## International Day against Homophobia, Transphobia and Biphobia: An Evening of Reflection and Connection on 2SLGBTQ+ Inclusion

On May 7, 2024, OPN hosted 2SLGBTQ+ professionals, advocates and allies at our Toronto office for the second annual panel to mark the International Day against Homophobia, Transphobia and Biphobia. The expert panel composed of 2SLGBTQ+ business and community leaders engaged in a heartfelt and honest dialogue regarding their personal and professional journeys and discussed best practices for 2SLGBTQ+ inclusion as lawyers, in the legal profession and beyond.

Watch the latest webinar in the series.



Osler explores Valley of the Birdtail with the authors, Toronto office

## Osler ESG Explorer podcast

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

## Women in Emerging and High Growth Companies Leadership

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

## Osler Women's Leadership series

Osler's newest leadership and coaching program brought together 20 senior female executives and 10 Osler partners for its first session, "Becoming the Best Leader." The session incorporated an engaging coffee chat with Carrie Cook, Global Head of Investment and Corporate Banking, BMO, and Maureen Killoran, KC, National Co-Chair, Osler, where they shared personal leadership insights. Participants explored self-awareness and leadership competencies, and drafted personalized development plans. The interactive format fostered peer coaching and collaboration, setting a strong foundation for future sessions in 2025.

Discover the latest episode of the podcast.



Learn more about the series.



BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Legal professional resource groups (LPRGs)

Our LPRGs are driven by legal professionals who bring their shared experiences and backgrounds to the table to assist colleagues by providing social networking, professional support and business development opportunities.

Currently, the firm has six LPRGs: the Asia-Pacific Affinity Network (APAN), the Middle Eastern and North African Network (MENAN), the Osler Black Professionals Network (OBPN), the Osler Pride Network (OPN), the Osler South Asian Network (OSAN) and the Osler Women Lawyers' Network (OWLNL).



Osler  
Asia-Pacific  
Affinity  
Network



Osler  
Pride  
Network



Osler  
Middle Eastern  
and North African  
Network



Osler  
South Asian  
Network



Osler  
Black Professionals  
Network



Osler  
Women  
Lawyers'  
Network



## Asia-Pacific Affinity Network

APAN supports employees with cultural, ethnic, professional and other links to the Asia-Pacific region through professional development and networking opportunities. APAN consists of about 60 members across all of our offices.

APAN's notable activities over this past year included:

- **Lunar New Year Festive Event:** In February, Osler was excited to hold the second annual Lunar New Year event with clients and community members to usher in the Year of the Dragon. This event was accompanied by an incredible drumming performance by Raging Asian Womxn (RAW) Taiko, an all-Asian, all-women Taiko drumming group and cultural reflection with our partners at the Toronto Reel Asian International Film Festival.
- **Social events for members:** APAN members regularly get together for social events. This year, members enjoyed a hot pot social, group meals and activities.
- **Federation of Asian Canadian Lawyers (FACL) Annual Conferences and Galas:** At FACL Ontario's Annual Conference and Gala on March 2, 2024, Sam Ip, partner, Technology, participated on a panel on the future of artificial intelligence in law, and Jeremy Lin, associate, Emerging and High Growth Companies, was a panellist for a session on working as counsel in startups. Kevin Li, our Toronto summer student, received a student award during the Gala. In Vancouver, the Osler team enjoyed an evening of recognition and celebration of the community's achievements, shared values and strength found in its diversity at FACL BC's

Annual Gala on November 15, 2024. In Calgary, Osler sponsored and enjoyed attending the 7th annual Diversity in the City Gala on November 19, 2024.

- **FACL Ontario-APAN Speed Mentoring Event:** APAN collaborated with FACL once again to hold its 11th annual Speed Mentoring Event in January. This event gives students the opportunity to expand their professional networks and to make valuable connections with prominent members of the legal profession. Amy Sujae Lee, Senior Manager, Diversity and Inclusion, was invited to present the welcome address at the event.
- **FACL Western mentorship events:** Osler is a proud sponsor of the 2024-2025 Annual FACL Western Mentorship Program and Kickoff in Calgary, Edmonton, Saskatchewan and Manitoba.
- **National Asian Pacific American Bar Association (NAPABA) Convention:** Each year, APAN members attend the multi-day NAPABA Convention, an annual gathering of Asian American, Native Hawaiian and Pacific Islander attorneys, judges, law professors and law students who bring meaningful insights, networking opportunities and perspective to the legal community. The 2024 NAPABA Convention, held in Seattle from November 7 to 10, 2024, brought together over 3,400 attendees from across the U.S. and Canada. Eight legal professionals from APAN — Justin P'ng, Calvin Leung, Yulia Yugay, Heidi Wong, Andrew Rintoul, Tiffany Dang, Minji Park and Arkie Liu — represented Osler at the conference.

APAN members participate in a hot pot social



- **International Association of Korean Lawyers annual conference:** Osler was proud to sponsor the International Association of Korean Lawyers annual conference, held for the first time in Toronto from October 3 to 6, 2024. Richard Wong, partner and Co-Chair of our Construction and Infrastructure Practice Group, and James Chang, associate, Tax, presented on the topic of how Korean multinationals can accelerate the clean energy and technology transition. Amy Sujae Lee, Senior Manager, Diversity and Inclusion, also spoke on a panel discussing Korean perfectionism, mental health and wellness at the conference.
- **Community outreach:** APAN is a proud supporter, sponsor and partner of a number of local associations and not-for-profits, including the Korean Canadian Lawyers' Association, the Korean Legal Clinic and the Toronto Reel Asian International Film Festival.
- **Asian Heritage Month celebrations:** In May, APAN and OSAN co-hosted Asian Heritage Month by sharing information about the rich and diverse cultures, traditions and contributions of Asian Canadians to our society and offering various cultural internal and external events for firm members. In Toronto, Vancouver and Montréal, we hosted Snack Days, where firm members enjoyed East and South Asian treats and tea at the office.

## LEAD

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**Jasmyn Lee**  
(she/her)  
Associate,  
Financial Services

## PARTNER SPONSOR

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**Richard Wong**  
(he/him)  
Partner,  
Commercial



## Middle Eastern and North African Network

In 2024, we formed Osler's newest Legal Professional Resource Group: MENAN. MENAN supports the inclusion of legal professionals of Arabic, Middle Eastern and North African backgrounds and their allies through networking, mentorship, professional development, community engagement and pro bono initiatives. There are about 25 members in MENAN across all of our offices.

MENAN's activities over the past year included:

- **National lunch and social:** MENAN hosted a lunch in all offices in the fall for a chance to connect, form a membership and engage with each other. The members were thrilled to come together and provide suggestions for projects and initiatives to undertake in 2025. Since then, the group has met a number of times to discuss priorities, ideas and goals as a collective, and is in the process of planning a number of activities for the year ahead.



- **Eid breakfast:** Our Calgary office held a traditional Turkish breakfast to mark the end of Ramadan and to commemorate Eid-al-Fitr. Ramadan is a period of about a month where Muslims around the world fast from sunrise to sunset each day for 30 days. Eid-al-Fitr marks the end of Ramadan and is celebrated with prayers, festivities and feasts. Formal remarks were provided by Calgary Managing Partner, Brian Theissen, who explained the importance of Ramadan and Eid and acknowledged the individuals who observed Ramadan in the Osler Calgary office.

## LEADS

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**Bushra Nassab**

(she/her)  
Associate,  
Disputes

**Aya Refaat**

(she/her)  
Associate,  
Financial Services

**Malcolm Aboud**

(he/him)  
Counsel,  
Disputes

## PARTNER SPONSOR

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**Shahir Guindi, Ad. E.**

(he/him)  
Former National Co-Chair,  
Partner, Corporate



## Osler Black Professionals Network

OBPN was created to support the Black community by fostering the recruitment, retention and career advancement of Black employees at Osler and committing to community outreach and engagement, with a focus on legal practice and the law. OBPN continues to grow, with more than 30 members across all of our offices.

OBPN's notable activities over this past year included:

- **Afrodescendant Leadership Alliance:** Osler is proud to be a pro bono partner and sponsor of Afrodescendant Leadership Alliance (ALA), a non-profit organization focused on empowering Black leaders and providing them with the resources and tools they need to succeed. By bringing together emerging Black leaders with inspirational speakers and industry professionals, the ALA aims to help Black leaders improve their leadership skills, networking and

business acumen to spin a flywheel of opportunity, progress and philanthropy. On October 22, 2024, OBPN members attended ALA's gala in Montréal and enjoyed building strong professional connections in the community.

- **Black Female Lawyers Network Sistahs-in-Law annual retreat:** Osler was proud to be a sponsor of the Black Female Lawyers Network (BFLN) Sistahs-in-Law Retreat and Fundraiser, which was held on November 11, 2024. BFLN is a not-for-profit organization established in 2006 that provides law students and practitioners a forum to convene, share and learn from each other.
- **Black History Month programming:** To mark Black History Month, on February 13, 2024, our Toronto office was thrilled to host a timely and engaging panel discussion on racial bias in AI. Gideon Christian, Ph.D.,

Assistant Professor of AI and Law at the Faculty of Law, University of Calgary, and Takara Small, an award-winning technology journalist and podcaster, joined us as panellists. The panel provided an overview of AI and machine learning, discussed how bias may result from the way that AI, including generative AI, is trained and deployed, shared examples of racial bias in AI and provided guidance on how we could mitigate risks of bias and reduce harm. In Montréal, we invited our longtime pro bono client Afrodescendant Leadership Alliance to address firm members and help us celebrate Black History Month.

- **Canadian Association of Black Lawyers Conference and Gala:** Osler is proud to be a sponsor of the annual Canadian Association of Black Lawyers (CABL) Conference and Gala. CABL was formed in March 1996 with a mission to uplift and celebrate the achievements of Black professionals within the legal field by offering its members access to job opportunities, mentorship and professional growth opportunities. Many of our lawyers enjoyed gathering together with other Black legal professionals at the event.

Third OBPN annual national summer social, Toronto



- **In-person summer social:** OBPN organized its third annual national summer social dinner to create an opportunity for its members across offices to gather as a group, form lasting personal and professional relationships and discuss plans for the future.
- **Monthly check-ins and mentorship chats:** OBPN members across all of the firm's offices meet every month to check in with each other, build relationships and create a vibrant community. Members enjoy the sense of connection and support they get from others through these opportunities. They also gather in person in each of the offices throughout the year for informal mentorship and social support.

## LEADS

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**Kiana Blake**  
(she/her)  
Associate,  
Corporate

**Marie-Laure Saliah-Linteau**  
(she/her)  
Associate,  
Disputes

## PARTNER SPONSORS

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**Tobor Emakpor**  
(he/him)  
Partner,  
Commercial

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



## Osler Pride Network

OPN is a national network committed to supporting 2SLGBTQ+ professionals at Osler and in the community through networking, professional development, community engagement and mentorship initiatives. It is dedicated to encouraging the recruitment, career development and advancement of 2SLGBTQ+ professionals at Osler and beyond. There are about 35 OPN members across all of our offices.

OPN's notable activities over this past year included:

- **International Day of Pink campaign:** The International Day of Pink is a day-long campaign against bullying, discrimination, homophobia, transphobia and transmisogyny. Wearing pink in recognition of the campaign, Osler members

in each of our offices take a photo in a pink shirt in recognition of the day and to reaffirm our commitment to promoting a respectful and inclusive work environment for people of all gender identities and sexual orientations.

- **PRISME Conference by Canadian Association of LGBTQ2S+ Lawyers:** Osler has been a proud founding sponsor of Canadian Association of LGBTQ2S+ Lawyers/Association canadienne des avocat.e.s LGBTQ2S+ (Call-Acal) and its PRISME Conference since 2022. As a national association of 2SLGBTQ+ legal professionals dedicated to developing an inclusive, innovative and representative bar in every jurisdiction across Canada, Call-Acal cultivates spaces for communities to network, share information and best practices, mentor and be mentored, celebrate excellence and mobilize



with partners to lead reform of the legal profession and advance 2SLGBTQ+ rights in Canada and globally. Ten OPN members from across our offices attended the PRISME Conference on July 12 and 13, 2024, where Emily Wang, associate, Tax, represented Osler as a panellist for a breakout discussion for students and newly called lawyers.

- **Pride celebrations across our offices:** Many of our offices planned thoughtful programming to mark Pride in their cities. In Toronto, we invited clients and community members to celebrate Pride in June. The evening reception featured opening remarks from OPN members; an address by Fae Johnstone, Executive Director and Co-Owner of Wisdom2Action; an exhibit of 2SLGBTQ+ archival materials from The ArQuives; and dynamic dance performances from Toronto's waacking community. In Calgary, we marched in the Calgary Pride Parade and enjoyed a social gathering together to raise funds for charity. In Vancouver, we invited Qmunity, a local non-profit organization that works to improve queer, trans and Two-Spirit lives, to facilitate a session on the use of pronouns as well as an introductory session about their work. Our Montréal office celebrated pride with Jordan Dupuis, host, columnist, cultural journalist, author, and speaker. Sharing his inspiring and moving journey, he talked about eating disorders and body image, especially in the context of his 185-pound weight loss, and gave everyone a powerful reminder of the importance of self-love and acceptance.

International Day of Pink, Calgary Office



- **Fondation Émergence:** At our Montréal office in January, Fondation Émergence delivered two learning sessions for all firm members. Fondation Émergence is a non-profit organization which fights against homophobia and transphobia through a range of actions.
- **David's Disco for Casey House:** Osler is proud to be a sponsor of David's Disco, an annual fundraising event for Casey House, a specialty hospital in Toronto providing compassionate, ground-breaking and judgment-free care to people living with and at risk of HIV. Canada's first and only hospital for people living with and at risk of HIV, Casey House has a holistic and interdisciplinary approach to health and well-being that offers a mix of inpatient, outpatient and community-based services that meet clients where they are in their individual journeys of health and wellness. David's Disco was inspired by the life of David Shannon, a passionate activist and journalist who passed away at Casey House in 2018.
- **Egale Law Firm Challenge:** This year, OPN members developed a new fundraising initiative to support Egale Canada and its legal advocacy work protecting 2SLGBTQ+ rights. Egale is Canada's leading organization for 2SLGBTQI people and issues; the organization improves and saves lives through research, education, awareness and advocacy for human rights and equality in Canada and around the world. The OPN initiative brought in over \$100,000 in a month with 15 law firms and 1 law association participating, and saw Osler taking the lead with about \$32,000 raised in all of our offices.
- **Out On Bay Street Conference by Start Proud:** Osler is thrilled to be a sponsor of Start Proud and the Out on Bay Street Conference. Start Proud is a network of 2SLGBTQ+ professionals and students dedicated to creating environments where everyone can succeed and thrive. The 2024 Out on Bay Street Conference was held on September 20 and 21, 2024, in Toronto. Min Oh, associate, Corporate, and Amy Sujae Lee, Senior Manager, Diversity and Inclusion, were invited as panellists for a discussion on "Intersectionality in the Workplace," which explored strategies for embracing intersecting identities, promoting inclusivity and creating supportive work environments.

- **Snackies for Friends and other socials:** In the Toronto office, OPN hosts a regular “Snackies for Friends” social for all OPN members and allies to gather for an afternoon of connection and conversation with light refreshments. To foster a sense of community and belonging among the network’s membership, OPN also hosted a number of in-person social events throughout the offices, including a group pottery painting class in Toronto.
- **Pride at Work Canada/Fierté au travail Canada:** Through dialogue, education and thought leadership, Pride at Work Canada/Fierté au travail Canada empowers Canadian employers to build workplaces that celebrate all employees regardless of gender expression, gender identity and sexual orientation. Osler has been a long-standing “Proud Partner” of Pride at Work Canada and shares the organization’s vision of a Canada where every individual can achieve their full potential at work.

## LEADS

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**Simone Livshits**

(she/her)  
Associate,  
Disputes

**Min Oh**

(he/him)  
Associate,  
Corporate

## PARTNER SPONSOR

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**Elliot Smith**

(he/him)  
Partner, Construction  
and Infrastructure



## Osler South Asian Network

OSAN is dedicated to the support and professional development of Osler legal professionals identifying as South Asian, Indo-Caribbean, Indo-African or from the South Asian diaspora and their allies, through social and networking events, business development opportunities and new recruitment initiatives. OSAN is made up of about 45 members across all of our offices.

OSAN's notable activities over this past year included:

- **Social gatherings and events:** Members of OSAN regularly get together for executive meetings, social functions and informal mentorship. At the end of the year, Toronto members of OSAN visited Chef Upstairs where they enjoyed an interactive South Asian-inspired cooking class led by a private chef.
- **2024 South Asian Bar Association of North America Conference and Gala:** Osler proudly sponsored the 2024 South Asian Bar Association (SABA) of North America Annual Conference from July 11 to 14, 2024, held in Toronto for the first time. Lipi Mishra, associate, Disputes, who sits on the SABA Toronto Board of Directors, spoke on the panel, "Modern anti-slavery requirements for businesses: understanding risks and requirements on both sides of the border and beyond."
- **South Asian Women Attorneys Network Reception:** Osler hosted the South Asian Women Attorneys Network Reception on July 11, 2024, during the 2024 SABA North America Conference and Gala. About 100 attendees listened to a keynote presentation and participated in a brainstorming session around

developing South Asian women legal professionals in North America. OSAN's co-leads, Komil Joshi and Lipi Mishra, made opening remarks on behalf of the firm.

- **SABA Toronto 2024 Annual General Meeting:** Osler was a host sponsor of the 2024 Annual General Meeting for SABA Toronto which had about 50 participants. It was a great occasion for SABA Toronto members to connect and discuss future initiatives.
- **South-Asian Venture Capital Association of Canada:** Osler is proud to be a founding sponsor of the South-Asian Venture Capital Association of Canada (SAVCA). SAVCA aims to bring together members of South Asian descent working in the Canadian technology industry, including investors, entrepreneurs, service providers and generalists looking to network and connect with others. On April 5, 2024, Osler hosted SAVCA's launch event and panel discussion in Toronto, moderated by Sahil Chopra, associate, Emerging and High Growth Companies. On November 26, 2024, Osler hosted SAVCA at its Calgary office; investors and innovators came together to discuss the trends and ideas shaping the future, with Tony Basu, associate, Financial Services, leading the panel discussion.
- **Asian Heritage Month celebrations:** In May, APAN and OSAN co-hosted Asian Heritage Month by sharing information about the rich and diverse

Lipi Mishra, associate, speaks at the SABA of North America Conference and Gala



cultures, traditions and contributions of Asian Canadians to our society and offering various cultural internal and external events for firm members. In Toronto and Montréal, firm members enjoyed Asian and South Asian treats at office Snack Days.

- **Diwali celebrations:** Our Vancouver office held an annual celebration of Diwali, with vibrant decorations, spicy pakoras and sweet treats. Diwali, or Festival of Lights, is an important celebration in the Hindu, Jain and Sikh cultures and symbolizes the victory of light over darkness. Business and legal professionals were invited to learn about Diwali's meaning and traditions while enjoying authentic food and music.

## LEADS

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### Komil Joshi

(she/her)  
Associate, Privacy and  
Data Management

### Lipi Mishra

(she/her)  
Associate,  
Disputes

## PARTNER SPONSOR

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### Pooja Mihailovich

(she/her)  
Partner,  
Tax



## Osler Women Lawyers' Network

OWLNL encourages and supports the advancement of women, transgender, non-binary and other gender-diverse individuals through social and networking events, informal mentoring and coaching, pro bono and volunteer initiatives, and business development opportunities. Over 300 members across all of our offices are part of OWLN.

OWLNL's notable activities over this past year included:

- **Parental leave strategies for leaving and returning to practice:** In February, OWLN hosted a panel discussion for all associates regarding parental leave, including strategies on winding down and ramping up a practice. Partners who have gone on parental leave at the firm shared their experiences, advice and takeaways.

- **International Women's Day:** To mark International Women's Day, our Montréal office hosted a social brunch reception for women professionals.

In Toronto, we invited Lori Sugarman-Li, author of *Our Home: The Love, Work and Heart of Family*, for a keynote presentation on the work of care. Lori shared insights on how to have meaningful conversations around the work of care, increase its visibility and value, and instill the language, systems and boundaries that can reduce stress, increase clarity and connection, and most of all, improve wellness among women and families.

In Calgary, we hosted a dress for success clothing drive for professional attire and invited Lori James, Executive Director of Making Changes, to speak about the organization's programs for supporting and empowering women during a



career change. Maureen Killoran, KC, delivered an inspiring keynote speech that reminded all attendees about the importance of coming together as a community to uplift and empower women.

In Vancouver, Osler hosted a Women in Venture Capital panel and networking event, in collaboration with Beeloud and CIBC Innovation Banking. The event connected founders, investors and service providers in Vancouver for an informative and inspiring celebration of International Women's Day. The panellists discussed how they raised their funds, their investment strategies and what challenges they face as women in venture capital.

- **OWLN Women Lawyers Summit:** On June 4 and 5, 2024, OWLN hosted its annual Women Lawyers Summit for women, transgender, non-binary and gender diverse lawyers at all of Osler's offices. The Summit started with a panel featuring women leaders from three different business organizations who shared their thoughts on mentorship and sponsorship, followed by a networking dinner for all attendees. In the morning, mentoring breakout group discussions paired women associates with women partners at the firm for an open discussion on a variety of topics including business development, building effective relationships and career development. Participants enjoyed the opportunity to meet with each other, engage in networking and professional development, and have critical conversations around mentorship and sponsorship.
- **Social and mentorship events:** OWLN hosts numerous social events along with formal and informal mentorship opportunities for its members throughout the year. This year, OWLN members enjoyed social cocktail gatherings in the city, a pottery event, a wine tasting with a firm bio update session, mini-golf, and a group spin workout and post-workout smoothie. These social events are great ways for OWLN members to gather in community, build relationships, engage in supportive and casual mentorship, and exchange ideas.
- **Women's Book Club:** In our Toronto and Calgary offices, Osler hosted a Women's Book Club event with our women clients. In Toronto, we were thrilled to invite Maja Djikic, Ph.D., to speak about her book, *The Possible Self: A Leader's Guide to Personal Development*, to a highly engaged and inspired audience. Our Calgary members welcomed author Bryn Turnbull who spoke about her book, *The Berlin Apartment*, and her writing process, and also answered questions from the audience.

- **Shoppers Run for Women:** Osler's Calgary office once again participated in the Shoppers Run for Women fundraiser to support local mental health programs for women. Funds raised this year were split between the Calgary Women's Mental Health Clinic (WMHC) and the Calgary Eating Disorder Program (CEDP). The WMHC supports women experiencing mental health difficulties who are considering pregnancy, are pregnant, or are within a year of postpartum. Nearly one in five women in Canada experience mental health issues, such as major depression or anxiety disorders, during their reproductive stage of life. The CEDP offers specialized and early intervention services for individuals struggling with eating disorders, a mental illness which disproportionately impacts women and has alarmingly high mortality rates. The WMHC and the CEDP are both underfunded programs which rely on external sources of funding to continue to provide women in our community with ongoing support. We were grateful to have contributed to the fundraising efforts in support of these programs.
- **The Shoebox Project for Women:** At the end of the year, Vancouver OWLN members gathered for a social and fundraiser event in support of the Shoebox Project for Women, an unaffiliated, non-religious, Canadian charity that supports women experiencing or at risk of homelessness, and that celebrates diversity, builds awareness, challenges stigma and promotes equity. The term "women" is used in an inclusive manner and the charity is mindful of the diverse and intersecting identities of the people it supports.

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## LEAD

**Erin Rubin**  
(she/her)  
Associate,  
Technology

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## PARTNER SPONSOR

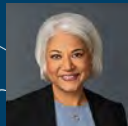
**Lynne Lacoursière**  
(she/her)  
Partner,  
Corporate

BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Regional diversity committees

Osler has regional Diversity Committees in Vancouver, Calgary and Montréal. We are excited to see the strengthened commitment and enthusiasm for local EDI initiatives and programs taking root across the country.

LEADS



**Parm Ahuja-Robertson**  
(she/her)  
Director,  
Talent and Operations



**Igor Khvan**  
(he/him)  
Supervisor,  
Human Resources

LEAD

**Heather Maxted**  
(she/her)  
Associate,  
Employment and Labour

PARTNER SPONSOR

**Kim Maguire**  
(she/her)  
Partner,  
Tax

Vancouver



PARTNER SPONSOR

**Janice Buckingham, KC**  
(she/her)  
Partner,  
Energy



Calgary

LEADS



**Myriam Leduc**  
(she/her)  
Senior Manager,  
Human Resources

**Marc Roy**  
(he/him)  
Associate,  
Tax

PARTNER SPONSOR

**Kristian Brabander**  
(he/him)  
Partner,  
Disputes

Montréal



BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Our commitment to Truth and Reconciliation

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

- **Celebrating and reflecting on National Indigenous Peoples Day:** June 21 is National Indigenous Peoples Day, a day dedicated to celebrating Indigenous Peoples and their history, knowledge and culture. On June 26, 2024, in recognition of Indigenous Peoples Day, our Toronto office welcomed authors Douglas Sanderson (Amo Binashii) and Andrew Stobo Sniderman for a discussion about their acclaimed book, *Valley of the Birdtail: An Indian Reserve, a White Town, and the Road to Reconciliation*. Copies of the book were made available to all attendees.

Our Vancouver office shared information on resources, including books, films, podcasts and local businesses, that showcase the experiences of Indigenous communities to firm members, and also hosted an event with catering from a local Indigenous-owned company, Tawnshi, and opening remarks from Kim Maguire, partner, Tax, and partner sponsor of the Vancouver Diversity Committee.

- **Reflecting on the National Day for Truth and Reconciliation:** On October 1, 2024, to mark the National Day for Truth and Reconciliation, our Vancouver office welcomed Maureen Twovoice from the Waywayseecapo First Nation in Manitoba for an in-depth discussion on her story that inspired *Valley of the Birdtail*. Maureen shared her experiences growing up in Waywayseecappo, the impact of intergenerational trauma and how she disrupted its cycle, and her thoughts on what the path forward for all of us may look like, as we all find our way toward acknowledging the truth and seeking reconciliation. Kim Maguire, partner, Tax, and partner sponsor of the Vancouver Diversity Committee, moderated a thoughtful and reflective conversation. Copies of the book were made available to all attendees. The Vancouver office also wore orange shirts at the event in solidarity with Maureen.

Our Montréal office marked the National Day of Truth and Reconciliation by hosting a film screening of *The Manawan Pow Wow*, a short documentary about cultural celebrations of the Atikamekw community of Manawan, and welcoming traditional dancers and cultural ambassadors who facilitated a workshop on Indigenous dancing. It was a wonderful opportunity for firm members to learn from and reflect on cultural celebrations of First Nations as catalysts of pride for Indigenous communities.

- **Indigenous Artists Awards and auction:** The Osler, Hoskin & Harcourt LLP Indigenous Artists Awards are given to three Indigenous students and new graduates of Alberta University of the Arts. The winners' artworks are auctioned off within the firm, with proceeds going to charities supporting Indigenous communities jointly selected by the award winners and Osler. This year, we are pleased to have supported Indspire, Making Treaty 7 and Stardale Women's Group with the proceeds of the auction.
- **Indigenous Bar Association Conference:** Osler was proud to sponsor the 36th Annual Conference of the Indigenous Bar Association (IBA) in October. The IBA is a national not-for-profit association with a membership of over 330 Indigenous lawyers, judges, legal academics and scholars, articling students, law clerks, paralegals and law students.
- **Supporting Indigenous law student groups:** Osler is a long-time supporter of Osgoode Indigenous Students' Association. This year, we are thrilled to have established a relationship with the Indigenous Law Students' Association at the University of Toronto Faculty of Law (U of T ILSA). Shelby Empey, associate, Disputes, was invited as a panellist for a 1L recruitment event for U of T ILSA. Osler was also pleased to provide sponsorship funding for their annual activities.
- **Indigenous cultural competency training:** All legal professionals at our Calgary and Vancouver offices have undergone Indigenous cultural competency education.
- **CBA Truth and Reconciliation Toolkit:** Launched in June 2021, the Truth and Reconciliation Toolkit is a web-based resource hub designed to equip lawyers and firms with practical tools to promote action and progress on the Truth and Reconciliation Commission's Calls to Action. Osler is proud to be a sponsor of the site.



National Day for Truth and Reconciliation, Montréal office



BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Gathering and celebrating together

## Celebrate Pride with Osler

Osler is proud to be a strong advocate for the 2SLGBTQ+ community. As part of our ongoing commitment to diversity and inclusion, we were pleased to invite clients and community members to celebrate Pride with us on June 20, 2024, at our Toronto office. The evening featured opening remarks from OPN members; an address by Fae Johnstone, Executive Director and Co-Owner of Wisdom2Action; an exhibit of 2SLGBTQ+ archival materials from The ArQuives; and dynamic dance performances from Toronto's waacking community.

Osler Pride reception, Toronto office



## Osler Lunar New Year Festive Event

In February, we were delighted to host our second annual Lunar New Year Festive Event to celebrate the Year of the Dragon. Hosted by APAN, this event was inspired by street festival celebrations across Asia and featured traditional food; an incredible drumming performance by Raging Asian Womxn (RAW) Taiko, an all-Asian, all-women Taiko drumming group; cultural reflection with our partners at the Toronto Reel Asian International Film Festival; and goodie bags carefully curated by APAN.

At the event, we encouraged our client community and friends across industries to collaborate with Osler in being part of the larger systemic change in the Asian-Canadian business and legal landscape, including through business development initiatives, mentorship and other soft skill training programs.

Lunar New Year Event, Toronto Office





## Gatherings of Jewish Legal Professionals

In what has been a difficult year for the Jewish community around the globe, at the Toronto office, Jewish legal professionals got together on a number of occasions throughout the year for social gathering, support and informal mentorship. In addition, a special summer social was organized for our Jewish summer students and associates, with the support of a number of our partners.

## Summer Networking Social for Black Professionals

On June 14, 2024, our Vancouver office hosted a vibrant summer networking social for Black professionals in the city. The highly successful reception was led by Abigail Omale, associate, Employment and Labour, and a member of OBPN, along with others. The event left participants invigorated with ideas for future collaboration.

Summer Networking Social for Black Professionals, Vancouver office



BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Continuous learning and development

## International Holocaust Remembrance Day: workplace hub webinar

To mark International Holocaust Remembrance Day, the Osler community attended a workplace hub webinar with Holocaust survivor Elly Gots, hosted by the UJA Federation of Greater Toronto. Elly shared his heartfelt and inspiring story of survival and triumph and answered questions from the audience.

## Disability, accessibility and inclusion: a fireside chat with Lorin MacDonald

In recognition of the International Day of Persons with Disabilities, Osler was pleased to present our second annual Disability Inclusion Session. This year, we had the privilege of hosting a virtual fireside chat with human rights lawyer and accessibility advocate, Lorin MacDonald. Lorin shared her personal journey as a lawyer with a disability, as well as practical insights for both individuals and organizations aiming to create more inclusive workplaces. Attendees gained a deeper understanding of the diverse nature of disabilities — both permanent and temporary — and the equity issues faced by people living with disabilities. Lorin provided practical advice for organizations committed to fostering an inclusive and empowering workplace for all.

## Leadership training in unconscious bias

We hold regular workshops, small group discussions and presentations on unconscious bias for our partners, particularly those serving on leadership and governance committees for the firm and in a recruitment capacity. In July and September, partners at our Vancouver office engaged in a facilitated discussion moderated by Amy Sujae Lee, Senior Manager, Diversity and Inclusion, on understanding and mitigating unconscious bias. In October, our Toronto office welcomed guest speaker Carlos Cadogan from the CQ Mindset, who provided a timely refresher and discussion session on unconscious bias and culturally intelligent strategies to disrupt it for partners who lead our student recruitment efforts and other firm leadership.

## On-demand learning on anti-racism and gender diversity

We provide on-demand e-learning for all firm members year-round on a number of important equity, diversity and inclusion topics, including anti-racism and gender diversity. Our anti-racism e-course is provided by Ryley Learning. Our gender diversity e-learning is delivered by TransFocus Consulting.



## EDI library collection

The library at our Toronto office houses almost 30 volumes on a variety of EDI topics, including EDI strategies, unconscious bias, workplace equity, inclusive leadership, racial justice, disability inclusion, employee resource groups, men's allyship, inclusive culture, facilitation and group dynamic, queer and transgender identities and gender intelligence, as well as novels, non-fiction and advocacy works written by BIPOC authors and lived experience accounts from transgender youths, immigrants and refugees. The volumes can be delivered to all of our offices upon request.

## Diversity@Osler

Our Intranet site has a dedicated page for equity, diversity and inclusion resources and updates at the firm. The site provides links to EDI policies and guidelines, an overview of significant milestones, ongoing initiatives and programs, independent learning resources and reading materials on a range of topics, including truth and reconciliation, anti-Black and anti-Asian racism, 2SLGBTQ+, critical race theory, disability inclusion, mental health and wellness, and religious observances, among others.

The site also archives regular EDI-related announcements and internal communications made at the firm, including a variety of campaigns to mark religious, cultural and other EDI-related observances, self-paced online learning opportunities and other important news updates.



BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Success and wellness

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

## Employee benefits and programs

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

- **Pregnancy/Parental Leave Buddy Program for associates:** Associates of all genders receive guidance and support before, during and after pregnancy or parental leave to help them stay connected to Osler activities and assist in the transition back to full-time practice.
- **Pregnancy/Parental Leave Benefits for associates:** Effective January 1, 2024, Osler enhanced and expanded the financial support available to associates as they start or grow their families. Associates of any gender or parental role who welcome a new child into their family now have access to a uniform new parent benefit of up to 26 weeks (six months) of salary top up, provided the new parent is collecting Employment Insurance benefits as part of a qualifying leave, to bond with and care for their newborn or newly adopted child.
- **Inclusive fertility benefits:** Effective April 2023, we enhanced our benefits to support reproductive health by increasing the financial support available and simplifying the process for claiming fertility treatments. The enhanced benefit, available to all eligible firm members and their dependents, extends beyond medication to include fertility treatment options (e.g., in vitro fertilization) and applies equally to those under a surrogacy arrangement.

- **Gender Affirmation Benefit:** Effective September 6, 2024, we introduced gender affirmation benefits through the Manulife Extended Health Care plan. Eligible firm members and their dependents are able to access gender affirmation benefits for both feminization and masculinization procedures. Osler is committed to supporting all firm members in bringing their most authentic self to work and to helping members and their dependents live healthier, better lives.
- **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.

## Health and wellness support

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

Firm members have access to various resources, facilities and programs throughout the year:

- TELUS Health (formerly LifeWorks) Employee and Family Assistance Program
- Mental Wellness Account (managed by Manulife), which provides generous reimbursement annually for the services of psychologists, psychotherapists and support counsellors for employees and each of their eligible dependents
- a guided online Cognitive Behavioural Therapy (CBT) program with MindBeacon (Toronto only) which specializes in helping those with anxiety and depression

- virtual medical care and well-being programs for the Montréal office (and all associates at the firm) provided by Dialogue Integrated Healthcare
- extensive mental health and wellness resources on our Intranet
- frequent firm-wide webinars on various wellness-related topics (e.g., meditation, nutrition, chair yoga, financial health) with special recognition events surrounding Mental Health Week and Mental Illness Awareness Week
- a wellness and home office reimbursement program to support firm members' physical health, emotional health and ability to productively work from home



## Wellness learning and social events

- **Financial wellness in uncertain times:** Osler kicked off its 2024 wellness programming by hosting Shannon Lee Simmons, who is both a financial planning expert and trained coach. In this session, she demonstrated how to make good decisions when financial and emotional stakes are high and the future is uncertain. The session helped attendees feel better equipped to make financial decisions that reflect their unique selves and life situations.
- **Talking toward empathy:** Osler's Career Development Officer, Steve Cline, delivered this session as part of our Bell Let's Talk Day campaign in January. The session outlined the importance of conversation as a tool for people to build empathy at work, at home and in their personal relationships.
- **Holding space for complexity & connection:** Mental health specialist and lawyer, Kara Hardin, delivered this session during Mental Health Week in May, focusing on how to stay resilient when coping with situations or events that arise and are beyond our personal control. The session explored what happens when the body and brain are triggered by such events and how best to process the resulting emotions in a productive way.
- **Connection – increasing your happiness/success profile:** As part of our Mental Health Week programming, Steve Cline offered this session to help firm members understand how important meaningful connections are to stay resilient and offered practical tips on how to build and maintain both personal and professional connections.
- **Thriving through challenge – understanding the importance of lawyer mental health:** Three contributors to the book *The Right Not to Remain Silent: The Truth About Mental Health in the Legal Profession* joined Osler's Career Development Officer, Steve Cline, to share personal accounts of their mental health challenges and stories of their resilience and strength as they navigated through those challenges. The contributors emphasized the need for lawyers to focus on their personal well-being and address health issues when they arise, and offered tips for doing so. This session was offered to recognize Mental Illness Awareness Week and World Mental Health Day in October.
- **Building resilience through positive psychology:** In this session, Osler's Career Development Officer, Steve Cline, outlines Shawn Achor's seven principles of positive psychology and how they can help people feel more fulfilled both personally and professionally.
- **Optimizing sleep for energy and success:** On October 8, 2024, Nathalie Lacombe, M.Sc., spoke to firm members about the crucial role of sleep and presented evidence-based strategies to optimize sleep patterns and cultivate resilience in the face of demanding schedules.
- **Montréal initiatives:** In Montréal, we recognized Mental Health Week in May with a social gathering: over lunch, firm members enjoyed mocktails and dance-worthy tunes from a disc jockey – one of our professionals – and had the chance to socialize, enjoy the positive benefits of music and appreciate the use of healthy alternative of mocktails at social events.



- **Vancouver initiatives:** At our Vancouver office, we launched a wellness bingo game for mental health activities and set up a gratitude wall to promote self-care, self-awareness, and physical and mental well-being to mark Mental Health Week in May. During Mental Illness Awareness Week in October, we invited Bena Stock, founder of The Lawyer Mindset, to the firm to present strategies for dealing with stress, anxiety and imposter syndrome.
- **Creating a personal wellness plan:** Osler's Career Development Officer, Steve Cline, continues introducing firm members to Osler's Wellness Template, which was developed and launched in 2023. He also offered *Creating a Personal Wellness Plan* workshops that encouraged participants to use the template to self-assess their current wellness situation and set goals that support their personal growth and development.
- **Management training in mental health and wellness:** Osler embarked on a new mental health training initiative in 2023 to help professionals in leadership roles feel better able to manage their teams, particularly those who may be struggling with mental health issues and to support them through conversation and gentle intervention.

In 2024, we continued providing this training to our human resources and legal talent teams. Our team members have obtained the gold-standard mental health certification and are able to support Osler members in all aspects of mental health. This includes identifying and supporting people who may be struggling and assisting people returning to work after taking leaves for mental health issues.

To date, 55 professionals have completed training. Human resources and legal talent professionals as well as a selection of senior administrative leaders completed the Workplace Mental Health Leadership Certificate Program administered by Queen's University and Telus Health. A second group of leaders participated in The Working Mind, a law sector-specific program offered by the Canadian Mental Health Association. This training initiative will continue in 2025.

## Career coaching and programming

Osler is one of the few Canadian law firms to offer in-house coaching and career advisory services to its lawyers. Osler's Career Development Officer, Steve Cline, helps our lawyers to self-reflect and set career goals that will help them further their personal and professional development. He offers one-on-one coaching in areas such as career development, progression planning, career transition, business development execution and work-life balance. A curriculum of career development and wellness workshops is also offered to our law students and lawyers, as well as staff, throughout the year.

Osler's Career Development Officer, Steve Cline





## BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Facilitating ongoing dialogue

### Biennial demographic and inclusion survey

Since 2012, we have conducted biennial internal demographic surveys to take a snapshot of our workforce, broken down by gender, sexual orientation, racialized status and other characteristics. Revisiting this survey regularly enables us to measure and track our progress. The survey also invites firm members to express how they experience the firm and its culture. Osler was one of the first law firms in Canada to undertake such a survey.

This year, we reviewed and analyzed our seventh biennial demographic and inclusion survey. The results of the survey help us to assess diversity within the firm and develop initiatives to advance our diversity and inclusion efforts as we continue to learn and grow.

### Anonymous feedback

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

### Weekly office hours

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

SUPPORTING OUR FUTURE LAWYERS

# Programs of excellence: Our scholarships and awards

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

- **Osler, Hoskin & Harcourt LLP Award for Black or Indigenous Law Students at the University of Calgary Faculty of Law** is awarded annually to an Indigenous or Black undergraduate student entering the J.D. Program. The recipient also has the first right of refusal for a paid summer internship with Osler and/or its corporate partner, Inter Pipeline Ltd. With the support of the school, the focus of the award program is on removing barriers for Indigenous and Black students in applying to and participating in law school by providing financial and mentorship support.
- **Osler and OUTLaw 2SLGBTQI+ Diversity Scholarship at the University of Calgary Faculty of Law** is provided to a first-year law student who has demonstrated involvement with and made meaningful contributions to the 2SLGBTQI+ community.
- **Osler, Hoskin & Harcourt LLP Award at the Toronto Metropolitan University Lincoln Alexander School of Law** is an entrance award intended for a student who identifies as a member of a historically disadvantaged group as defined by the Ontario Human Rights Code and demonstrates financial need and high academic achievement.
- **Diverse Scholars Award at Western University Faculty of Law** is provided to a full-time second-year law student with strong academic achievement and a need for financial support, with preference to deserving students who self-identify as Black, Indigenous (First Nations, Inuit or Métis) or a member of a racialized group.
- **Osler, Hoskin & Harcourt LLP Entrance Scholarship at McGill University Faculty of Law** is an entrance scholarship program in honour of Frederick Phillips, B.A.'51, B.C.L.'56, who was the first Black lawyer admitted to the Barreau du Québec. The scholarship is awarded to one Black student entering the B.C.L./J.D. Program on the basis of academic achievement.
- **Osler, Hoskin & Harcourt LLP Scholarship at University of Montréal Faculty of Law** is awarded to two qualifying students who identify as Black, Indigenous or a Person of Colour.

SUPPORTING OUR FUTURE LAWYERS

# Law student outreach initiatives

## Partnership with Black Law Students' Association (BLSA) of Canada

Osler is proud to provide long-term support under a multi-year partnership agreement with BLSA Canada, and to partner with the organization on many of its events. Highlights of this partnership include:

- **BLSA Canada firm hops:** Osler was pleased to participate in firm hops hosted by BLSA Canada for BLSA Ontario chapters. It was a great opportunity to speak to Black law students and provide an overview of our student programs and our diversity and inclusion efforts, with a particular focus on how we support Black law students and lawyers.
- **Recruitment skills workshop with André Bacchus:** On July 9, 2024, OBPB hosted a virtual résumé and interview preparation session with legal career coach André Bacchus. Students across Canada registered for the session to learn valuable tips and tricks in advance of the 2L recruit.
- **BLSA Canada Annual Conference:** From February 15 to 18, 2024, 17 of Osler's law students and lawyers attended BLSA Canada's annual conference in Toronto to connect with Black law students across the country and to represent Osler. Abigail Omale, associate, Employment and Labour, and Marie-Laure Saliah-Linteau, associate, Disputes, were panellists at the conference.
- **Civil Law Symposium:** Our Montréal office is proud to be one of the sponsors for BLSA Canada's Civil Law Symposium for a third consecutive year.
- **BLSA Canada Julius Alexander Isaac Moot:** Osler was proud to be one of the sponsors of the 2024 Julius Alexander Isaac Moot. The Isaac Moot is a competitive, for-credit moot historically held at the Ontario Court of Appeal. It is named after the late Chief Justice of the Federal Court, Julius Alexander Isaac, who was the first Black judge to sit on the Federal Court of Canada.
- **Engaging with local BLSA Chapters:** Osler has built up a strong connection with many local BLSA chapters. This year, members of OBPB enjoyed an alumni dinner event with BLSA at University of Toronto Faculty of Law and supported initiatives of BLSA Chapters at the University of Manitoba Faculty of Law and the University of Calgary Faculty of Law. Many of our summer students also served as local BLSA Chapter executives.

BLSA Canada Annual Conference





## Demystifying the recruitment process: mock on-campus interviews (OCIs) and strategies for success

At our Toronto office, OSAN and APAN hosted a student engagement event to provide interview tips and strategies, mock OCI sessions and a networking reception for equity-deserving law students on their career path. Students had an opportunity to practice a few rounds of mock OCI interviews, receive real-time feedback and network with Osler's lawyers, in a culturally sensitive and inclusive practice environment.

## 2SLGBTQ+ law firm hops by Call-Acal

Osler is pleased to participate in 2SLGBTQ+ law firm hops in our Vancouver, Calgary, Toronto and Montréal offices. These events provide an opportunity for 2SLGBTQ+ students to connect with Osler's lawyers and student programs teams and learn about our culture, student programs and our diversity and inclusion initiatives in an inclusive and welcoming environment.

## Equity, Diversity and Inclusion Open House

On July 15, 2024, Osler held its third annual Equity, Diversity and Inclusion Open House, this time at our Vancouver office. The event featured a panel discussion and Q&A session focused on exploring a legal career in private practice as a student belonging to an equity-deserving group and seeking an employer that fosters inclusion and belonging. A number of lawyers, students and professionals spoke about the firm's EDI milestones and initiatives, and provided an overview of the firm's student programs. Students also enjoyed a networking reception after the panel discussion.

FACL Ontario-APAN Speed Mentoring Event, Toronto office





SUPPORTING OUR FUTURE LAWYERS

# Student life at Osler

- **Orientation sessions on equity, diversity and inclusion at Osler:** All new students and associates receive extensive orientation and onboarding training, including a session on Osler's equity, diversity and inclusion mandate, goals, initiatives, programs and personnel.
- **LPRG welcome lunch:** Summer students are invited to a welcome lunch with associate executives and leads from each of our Legal Professional Resource Groups for an opportunity to connect, get to know each other and sign up for an LPRG of their choice. The lunch is a great complement to the orientation session, and provides an opportunity for students to meet a variety of legal professionals that are committed to furthering EDI at Osler in a casual setting and to get answers to any questions that they may have.
- **Summer Public Interest Advocacy Program (SPIAP):** Students participating in SPIAP spend the first part of the summer at the firm in Toronto and the latter part of the summer, paid by Osler, working for a firm-sponsored public interest group or other entity that is involved in advocating for issues affecting women, racialized groups, the 2SLGBTQ+ community or other diverse groups.
- **Three paid volunteer days:** Osler's summer students can spend three paid volunteer days giving back to an organization in their community that supports Osler's diversity and inclusion objectives.

To learn more about the student experience at Osler, visit our [Law Students webpage](#).

SUPPORTING OUR FUTURE LAWYERS


# Diversifying the talent pipeline to law

- **JD Bridges Foundation:** Osler is proud to be a sponsor of JD Bridges Foundation, a Canadian non-profit organization that envisions a legal profession in Canada that is accessible, diverse and inclusive. The JD Bridges Foundation aims to bridge the gap for prospective Black applicants who have an interest in law, but who may be deterred from applying to law school due to financial need.
- **Black Future Lawyers:** Osler is one of 14 large Canadian law firms that have collectively committed \$1.75 million to the ground-breaking Black Future Lawyers (BFL) program over the next 10 years. BFL was founded as a collaboration between the University of Toronto's Faculty of Law, its Black Law Students' Association, members of the U of T Law Black alumni community and the broader legal profession. It's part of a suite of initiatives at the Faculty of Law to encourage students at the high school and post-secondary levels to actively think about applying to law school and learn about the career options a law degree can provide.
- **LSAT Preparation Course at Peter A. Allard School of Law:** Osler is proud to have been a sponsor of the LSAT Preparation Course for Black and Indigenous Applicants at the Peter A. Allard School of Law at the University of British Columbia.

## Avenue: Black Undergraduate Law Internship Program

Launched in 2021, Avenue is an industry-wide internship program designed to help Black undergraduate students gain hands-on experience in the legal industry. Osler is proud to be a founding member of the program, and actively participates in its development. This year, Osler led and served on a number of governance committees for the internship program, including the Recruitment Committee, the New Employers Committee and the committee overseeing the expansion of the Avenue Internship Program.

We were fortunate to have four excellent Avenue interns join us for the summer in our Toronto, Calgary and Vancouver offices: Jesse June-Jack, Madelyn Owusu, Thomas Solomon and Khamecia Williams. They enjoyed an enriching work and social summer experience which involved orientation sessions with the summer law students; a meet and greet with lawyers from every practice group at the firm; lunches and socials with members of OBPN and the Diversity Committee; and working with lawyers in several practice groups on a wide range of billable and non-billable projects.



“This experience has really given me a great perspective on what the day-to-day of this career actually looks like and really solidified my passion in pursuing law as a future career.

The environment overall has been amazing — when you walk into the office each day, everyone has their office doors open. It’s a small gesture, but it creates this really welcoming environment. My first time walking into the office was a little nerve-wracking, but from the very beginning, everyone made an effort to reach out and answer any questions I had, provide advice and make me feel comfortable, which made the transition to this role a lot easier to adjust to.”

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**Thomas Solomon**

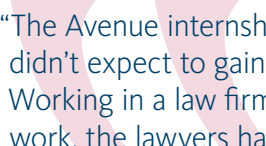
“There’s never been a moment when I felt like someone looked at me as though I don’t deserve to be here. From the very beginning everyone has made me feel like I deserve to do the work and get the experience as much as anyone else.

When you are here, the world is your oyster. The doors are always open and everyone is willing to help and make time for you.

An internship like this helps you facilitate a mindset early on that allows you to see yourself becoming a lawyer and thriving in those higher up positions.”

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**Jesse June-Jack**



“The Avenue internship has absolutely exceeded my expectations; I didn’t expect to gain so much hands-on experience and mentorship. Working in a law firm where despite being so busy with their own work, the lawyers have been so involved in my development and have given me such incredible insight into the profession. I can’t believe I almost didn’t do this.

If I’m looking at the younger version of myself, I never would have thought there would be something like this program, and I think even that version of her would feel more encouraged to enter the legal field. It’s easy to dismiss yourself from certain careers when no one looks like you, and this program has given me the confidence to think ‘they actually want me here.’”

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**Madelyn Owusu**

“This program has made me certain that I want to practise law. Being able to experience and immerse myself at the firm, and allowing myself to be vulnerable with certain individuals and open to learning is really cool. I’ve already learned so much and made great connections. I’m fortunate to be in this position and at a place like Osler.

My younger self would have never imagined that I’d be in this position; Avenue has and continues to open doors for me. It’s amazing to get to see yourself in a position like this, and to see people who are like you and look like you in even higher positions. It makes you realize that we can do it too.”

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**Khamecia Williams**

COMMITMENT TO OUR COMMUNITIES

# Pro bono activities

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

Osler provided more than 17,500 hours of pro bono work for about 250 clients in 2024. We work to help the most vulnerable in our communities and to contribute to long-term progress on diversity and other social causes. Our lawyers' pro bono hours count as billable time toward their annual target, with no upper limit.

We were proud to be selected as one of *Canadian Lawyer* magazine's 5-Star Pro Bono Firms, with the distinction of being a law firm with the most pro bono hours. This special report recognizes Canada's law firms that demonstrate pro bono infrastructure at an institutional level.

Some of our notable pro bono highlights from 2024 are

- **Kids Help Phone:** Kids Help Phone (KHP) is a Canadian non-profit organization that offers 24/7 professional counselling services, information and referrals to children and youth dealing with a wide array of life challenges. KHP's services are free, anonymous and confidential. Osler has a longstanding relationship with KHP, including at the Supreme Court of Canada acting as an intervenor on their behalf as well as on complex corporate needs as a valued client of the firm for many years.

- **Assisting clients with CERB repayment demands:** Osler lawyers helped individuals of limited means in challenging Canada Emergency Response Benefit (CERB) and Canada Recovery Benefits (CRB) repayment demands from the Canada Revenue Agency (CRA). The CRA has been reviewing beneficiaries' eligibility and demanding repayments, often incorrectly, which has led to financial hardship for many low-income earners, including vulnerable populations. Osler, in partnership with the Income Security Advocacy Centre and Pro Bono Ontario, has created a program to provide legal representation for these individuals, assessing cases and filing judicial review applications when necessary. This pro bono work not only helps clients achieve fair outcomes but also offers valuable litigation experience for the lawyers involved.
- **Helping Deaf prisoners:** Osler associate Brodie Noga acted as co-counsel in a landmark case before the Canadian Human Rights Tribunal. The case concerns the rights of Deaf individuals in federal prisons, who face severe isolation and psychological effects due to the lack of policies from Correctional Service Canada (CSC) on accommodating disabilities, particularly the provision of American Sign Language (ASL) interpreters and Video Relay Service (VRS). The case, brought by a Deaf Métis man, highlights the detrimental impact of CSC's failures on his ability to maintain family contact, access medical services, engage in cultural practices, and communicate effectively within the prison system. Brodie has dedicated about 200 pro bono hours to this case, with additional support from articling student Katie Ussher and summer students. Brodie and Katie are set to present oral closing arguments in March before the Tribunal's decision.

Learn more about our pro bono work.



- **Canadian Legal Support for Ukrainians:** Osler is working with Pro Bono Ontario (PBO) to answer calls made to a free telephone hotline for those displaced by Russia's invasion of Ukraine. The goal is to provide centralized intake and referrals to Ukrainians affected by the ongoing war. Osler is proud to contribute pro bono legal services to this and other PBO programs to help disadvantaged individuals gain access to justice.
- **Assisting clients in relation to fraudulent mortgage scheme:** On June 10, 2024, Justice Penny of the Ontario Superior Court of Justice ruled in favour of Osler's pro bono clients, the Pallottas, who had been defrauded of approximately \$200,000 through a fraudulent mortgage investment scheme by their former solicitor's law office. In the 2019 trial, the solicitor was found liable for breach of trust and fiduciary duties, and in the 2024 trial, Osler successfully argued that the debt from the fraud survived the solicitor's bankruptcy under the *Bankruptcy and Insolvency Act*. The Osler team included Michael De Lellis, Andrew Rintoul and Mary Paterson.
- **Obtaining relief for taxpayers from financial loss:** Base Finance operated for 30 years under the guise of a mortgage investment business. However, from at least 2006, it simply used new investors' money to pay "interest" and principal to existing investors. More than 300 investors lost \$137 million. Osler's Gerald Grenon and Theo Stathakos argued on behalf of the investors with the hope that the CRA will acknowledge investors as victims of fraud and recognize the losses they suffered.



COMMITMENT TO OUR COMMUNITIES

# Osler in the community

## The Art of Leadership for Women

Osler is proud to be the national presenting sponsor of The Art of Leadership for Women. The conference brings together women and those who champion women for one-day events in Ottawa, Toronto, Vancouver and Calgary between June 13 and June 25, 2024. This conference provides incredible opportunities to learn from business leaders, scientists, academics and advocates.

Women partners at Osler were invited to address attendees at all four events: Joyce Bernasek, partner, Financial Services, provided opening remarks in Ottawa. In Toronto, Sonia Bjorkquist, partner and Chair of Osler's National Disputes Department, provided opening remarks, and Andraya Frith, partner and Chair, Franchise and Distribution, joined the executive panel. Joanna Cameron GCB.D, partner, Corporate, delivered opening remarks in Vancouver, and Martha Martindale, partner, Financial Services, spoke on the panel. Andrea Whyte, KC, partner, Corporate, spoke at the opening of the event and participated in the executive panel in Calgary.

Joyce Bernasek shares opening remarks at the Art of Leadership for Women, Ottawa



## Cause We Care

Osler was proud to be a supporter of the Cause We Care Foundation, a Vancouver-based registered public foundation that raises money to assist frontline organizations that support local single mothers and their children in need.

## Daily Bread Food Bank

Daily Bread Food Bank is a registered charity with a mission to end hunger in our communities. Daily Bread provides food and support to over 200 food programs across Toronto, works toward long-term solutions to hunger and poverty, and runs innovative programs to support people on low incomes. Daily Bread Law Firm Challenge is Daily Bread's largest employee drive through the holiday season and has raised more than \$4 million over the years. Each year, the articling students at our Toronto office organize this holiday donation drive along with other participating law firms on behalf of Toronto's legal community, with all proceeds going to Daily Bread.

## FemTech Breakfast Club

Osler is a proud sponsor of the FemTech Breakfast Club, a series of pitch competitions around innovations in women's health. The FemTech Breakfast Club brings together incubators, accelerators, entrepreneurs and investors to support FemTech founders looking to raise a pre-seed or seed round with the ultimate goal of bridging the current funding gap. Osler's Laura Webb, partner, Emerging and High Growth Companies, and Abigail Omale, associate, Employment and Labour, served as jury members for the recent Vancouver pitch event national competition.

## Give a Day and Give a Night to World AIDS

Family physician Dr. Jane Philpott founded Give a Day to World AIDS in 2004, when she challenged her colleagues at Markham Stouffville Hospital to donate a day's pay to fight HIV. Since 2006, under the leadership of Technology partner Michael Fekete, Osler lawyers and staff have donated one day's income in support of the fight against HIV/AIDS in sub-Saharan Africa. Funds are directed to The Stephen Lewis Foundation for distribution to grassroots programs in Africa. Additionally, articling students in the Toronto office organize the Give a Night campaign in support of the Give a Day campaign.

## International Bar Association: World Women Lawyers' Conference

Osler proudly sponsored the International Bar Association's 10th World Women Lawyers' Conference: Driving Change in Toronto from October 23 to 25, 2024. This global event empowered attendees to engage, network and share knowledge.

## Make-a-Wish Foundation

On November 28, 2024, our Calgary office partnered with Make-a-Wish Foundation and their Trees of Joy Campaign to create a "customized" Christmas tree in the theme wishes of one of the Wish Kids. This unique initiative supports the Wish Foundation and the many children with critical illnesses needing a little more cheer and smiles in their lives.

## Misfits Unleashed by Misfit Ventures

On October 21, 2024, Osler was pleased to host Misfits Unleashed by Misfit Ventures, a 2SLGBTQIA+ focused venture capitalist fund, at our Toronto office. Through this event, Misfit Ventures brought together the vibrant Toronto community of 2SLGBTQIA+ founders, venture capitalists, experts and other leaders to network and connect.

## National GC Network

Osler was proud to support National GC Network's 2024 Annual Conference. National GC Network is a support network for Indigenous, Black and other racialized lawyers.

## Raise + Rise: Connection Series for Black Women Founders

Osler was proud to host the inaugural Raise + Rise: Connection Series for Black Women Founders on August 15, 2024, in Vancouver, alongside our partners Spring, Black Entrepreneurs & Businesses of Canada Society (BEBC) and BDC. In addition to being an amazing networking opportunity, the Raise + Rise Series is a powerful platform designed to spark vital conversations on accessing like-minded capital and raising equity for Black women founders. Attendees participated in important conversations regarding improving access to investor support and capital for Black women founders.

## The Terry Fox Run

The annual Terry Fox Run has become a fall tradition in Canada, with more than 650 communities, big and small, urban and rural, English and French, fundraising for cancer research. The Run gives communities the chance to come together to celebrate the impact they can have as a force for good.

## Toronto Region Immigrant Employment Council's Mentoring Partnership

Newcomers to Canada bring talent, innovation and international expertise with them, but they need information and networks in order to succeed. Osler participates in the Toronto Region Immigrant Employment Council's (TRIEC) Mentoring Partnership program, which connects recent immigrants with volunteer mentors in their professional fields. Participating Osler staff and legal professionals connect with their communities, share their knowledge and insight about the Canadian job market and help recent immigrants succeed in their new settings. To date, Osler has had more than 63 mentor-mentee pairings.

## United Way

Our offices run an annual national United Way fundraising campaign. We're proud to support the United Way's essential work in improving the lives and well-being of underprivileged groups in our local communities.

## Women Funding Women

Osler is a proud National Founding Partner of Women Funding Women (WFW), an important network organization aimed at addressing the persistent funding gap faced by women entrepreneurs in North America. WFW brings together organizations and resources committed to empowering women, advancing gender equality and catalyzing economic growth by ensuring equitable access to funding for women-led businesses.

On October 30, 2024, the Vancouver office hosted the launch of WFW in Vancouver. The evening featured an inspiring fireside discussion alongside a series of pitches showcasing ventures led by women. Laura Webb, partner, Emerging and High Growth Companies, opened the event with a welcome on behalf of Osler, setting the stage for an impactful launch.

## Women General Counsel Canada

Osler is proud to partner with Women General Counsel Canada. In May, Osler hosted a panel discussion event with Women General Counsel Canada in Toronto, bringing together women general counsel from diverse sectors. Osler's Laura Fric, partner, Disputes, was invited as one of the panellists, and the discussion was moderated by Joyce Bernasek, partner, Financial Services. The panel explored strategies for GCs to navigate the business landscape, provide strategic counsel to CEOs and boards, and seamlessly integrate into the business leadership team.

## Women Get On Board Summit

Osler is proud to be a founding sponsor of Women Get On Board (WGOB). At this year's WGOB Summit, held in Toronto and in Vancouver, boardroom experts and thought leaders explored what boards should consider in their four lines of sight: oversight, hindsight, insight and foresight. Attendees were invited to unpack the critical boardroom issues of 2024 and beyond, examining the board's role and what it means to be a steward of the future. In Toronto, Sam Ip, partner, Technology, spoke on a panel discussing artificial intelligence and data governance matters to a sold-out crowd of accomplished and aspiring women corporate directors. In Vancouver, Joanna Cameron, partner, Corporate, moderated a panel on equity, diversity and inclusion, drawing on insights from Osler's annual diversity disclosure report.

## Women+Power

Osler is proud to support Women+Power, a community developed for women of all levels of experience who work in or with Alberta's power industry, as well as their allies. Women+Power is working to address the challenges that result in, and from, the underrepresentation of women in the industry by providing opportunities for members to connect with, support, inspire and empower women to achieve their full potential, both professionally and personally.

This year, our Calgary office hosted the Women+Power membership for a panel discussion on critical topics covering the electricity market in Alberta, from what happens behind the scenes of a 24/7 electricity market and the role of storage in the market, to the role of renewables and market changing scenarios. Paula Oleksiuk, partner, Commercial and Co-Chair of the Construction and Infrastructure practice group, was a panelist, along with other industry leaders.

## About Osler, Hoskin & Harcourt LLP

Osler is a leading law firm with a singular focus – your business. From Toronto, Montréal, Calgary, Ottawa, Vancouver and New York, we advise our Canadian, U.S. and international clients on an array of domestic and cross-border legal issues. Our collaborative “one firm” approach draws on the expertise of over 500 lawyers to provide responsive, proactive and practical legal solutions driven by your business needs. For over 150 years, we’ve built a reputation for solving problems, removing obstacles, and providing the answers you need, when you need them.

**It’s law that works.**

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