



**2025 Year in Review**

# Diversity at Osler

Creating a vibrant workplace  
and community out of our diversity

WELCOME

# Message from Osler's Diversity Committee Chair

At Osler, we believe in the importance of cultivating a workplace that embraces a diversity of viewpoints and experiences. By embracing what makes each of us unique, we can enable each of our firm members to bring their best selves to work every day and to contribute to the success of our clients, our communities and the firm. An important part of achieving this is engaging in a broad range of programs, activities and events that highlight our diversity and foster an inclusive environment. I am pleased to report on these initiatives in our *2025 Diversity Annual Report*.

Osler's Legal Professional Resource Groups (LPRGs) continue to play a vital role — not only in our diversity efforts, but also in firm members' ongoing personal and professional growth and development. In 2025, we were pleased to welcome our seventh LPRG, the Osler Indigenous Professionals Network. We all benefit from the level of engagement and participation across the firm and in each of our offices in our diversity and inclusion programming.

I am also very proud to share that Osler was once again named as one of *Canada's Best Diversity Employers*, a reflection of the firm's steadfast commitment to and broad support of an inclusive workplace.

I encourage you to read through our *2025 Diversity Annual Report* and discover the breadth of our programs and initiatives.



WELCOME

# Message from Osler's National Managing Partner

At Osler, our Diversity mandate is more than just words on a page; it articulates the diversity and inclusivity goals that we are striving to achieve through our interactions with one another, our clients and our communities. Our mandate has historically manifested in part through an extensive offering of activities and programs, and this past year was no exception.

In 2025, led by our Diversity Committee, Regional Diversity Committees and Legal Professional Resource Groups, the firm hosted an extraordinary number of educational and social events, both internally and in collaboration with our community partners. Through these initiatives, and in combination with our inclusion-focused policies and procedures, we aim to continue fostering a diverse workplace where everyone's contributions are celebrated. Details of these efforts are set out in the pages ahead.

I am proud of this commitment and the consistently high level of engagement of so many members of the Osler community. Thank you to all involved for your engagement, your curiosity and your dedication to championing change and acceptance in the communities where we work and live.



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

TORONTO

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**Jennifer Jodha**  
(she/her)  
Senior Administrative Coordinator,  
Diversity Committee



**Caroline Ross**  
(she/her)  
Senior Manager,  
Talent Management

MONTRÉAL

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

CALGARY

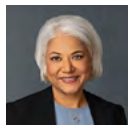
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**Krystina Norman**  
(she/her)  
Senior Practice Specialist,  
Financial Services

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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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. Other notable alumni of Osler include

- Justice Suzanne Côté, a former litigation partner at our Montréal office, who was appointed to the Supreme Court of Canada in December 2014. Justice Côté was the first woman to be appointed directly to the Supreme Court of Canada from private practice
- Justice Mahmud Jamal, former litigation partner at our Toronto office, who was appointed to the Supreme Court of Canada in July 2021, becoming the second Osler partner alumnus on the current Supreme Court
- Justice Monica Biringer, partner and former Co-Chair of our National Tax Group, who was appointed as a judge of the Tax Court of Canada in August 2021 and a judge of the Federal Court of Appeal in January 2023

Osler was also the first major law firm in Canada to be led by a woman 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, became National Co-Chair of the firm 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.

Seven out of 10 chief-level leadership positions (Chief Client Officer; Chief Marketing and Communications Officer; Chief Legal Talent Officer; Chief Human Resources Officer; Chief Financial Officer; Chief, Osler Works – Transactional and Legal Operations; and General Counsel) are also held by women.

Many of the firm's departments and practice groups are led by exceptional women:

- Andraya Frith chairs our Franchise and Distribution practice.
- Andrea Boctor chairs our Pensions and Benefits Group.
- Danna Donald is Chair of our Commercial Group.
- Deirdre A. Sheehan co-chairs the Regulatory, Indigenous and Environmental practice.
- Éloïse Gratton co-chairs our Privacy and Data Management practice.
- Jacqueline Code chairs the Research practice.
- Jennifer Fairfax co-chairs the Environmental Disputes and Enforcement Group.
- Jennifer Thompson is the Head of Osler Works – Disputes, which houses Osler's Discovery Management Services, along with many other innovative litigation solutions.
- Lauren Tomasich chairs our International Commercial Arbitration practice.
- Natalie Munroe is Chief of Osler Works – Transactional and Legal Operations, our internal incubator for innovation at the firm.
- Paula Olexiuk co-chairs the Construction and Infrastructure Group.
- Rosalind Hunter co-chairs our Capital Markets and Financial Institution Transactions practices.
- Sandra Sbrocchi is Head of Osler Works – Transactional.
- Shuli Rodal, our Diversity Committee Chair, chairs our Competition/Antitrust, Trade and Foreign Investment practice.
- Wendy Gross chairs our Technology practice.

## Welcome

In addition, a number of our departments and practice groups are chaired by leaders and members of our Legal Professional Resource Groups:

- Ricco Bhasin is Co-Chair of our Financial Institution Transactions practice and is one of the partner sponsors of Osler South Asian Network (OSAN).
- Richard King co-chairs our Regulatory, Indigenous and Environmental practice and is the partner sponsor for Osler Indigenous Professionals Network (OIPN).
- 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).
- Shahir Guindi, former National Co-Chair of the firm, serves as the partner sponsor of Osler's Middle Eastern and North African Network (MENAN).
- Andrew Aziz, Co-Chair of the Investment Funds practice group, is a member of MENAN.
- Chima Ubani, Chair of our Venture Fund Formation Group, is a member of the Osler Black Professionals Network (OBPN).
- Desmond Lee, Co-Chair of our Capital Markets practice group, is a member of APAN.

Since 2022, Amy Sujae Lee has served as Senior Manager, Diversity and Inclusion at Osler. Amy's mandate is to strategically strengthen and accelerate the firm's progress toward its diversity and inclusion goals. She works closely with a broad range of key stakeholders within and outside the firm to refine, deliver and drive strategies and initiatives that will embrace and leverage diversity and create a safe and inclusive workplace at Osler.

SPOTLIGHT ON OUR LEADERS

# Maureen Killoran, KC

While many of our firm leaders and members are regularly recognized for their skill and accomplishments, the achievements over the past year of Maureen Killoran, KC, our National Co-Chair, bear mentioning.

## Canadian Lawyer's Top 25 Most Influential Lawyers

Maureen was honoured as one of Canada's Top 25 Most Influential Lawyers by *Canadian Lawyer* in their 2025 survey of readers, peers and editorial board. Each year, this list recognizes individuals who help shape the law and elevate the strength and quality of legal service in Canada.

Recognized in the Business category for her visionary leadership and exceptional contributions to Canadian industry, business and legal communities, Maureen maintains a full litigation practice while serving as National Co-Chair of Osler. She was the first woman in Alberta to serve as Managing Partner of a national law firm when she was tapped to lead Osler's Calgary office from 2011 to 2017 and is now one of our most senior leaders responsible for the strategic direction and business of the firm.

Notably, Maureen accomplishes all of this while maintaining a full and dynamic litigation practice. In her career, Maureen has shaped Canadian jurisprudence through landmark decisions, including through her role as lead litigation counsel on the Trans Mountain Pipeline Extension Project. She successfully defended all regulatory appeals, judicial reviews and challenges to the nation building project. Maureen's successful advocacy has driven pivotal Canadian business and resource development outcomes including through constitutional reference cases at the Supreme Court of Canada.



A leading litigator, Maureen has had many “firsts,” broken barriers and championed women’s leadership, solidifying her role as a true trailblazer in the Canadian legal community. She has appeared in virtually every province in Canada, the Federal Court, the Federal Court of Appeal and the Supreme Court of Canada. She is routinely recognized by trade publications as one of the best advocates in Canada. A trusted legal and business advisor, clients applaud Maureen for her “understanding of the business” and “outstanding judgment, creativity and thoughtful, practical advice.”

Under Maureen’s visionary leadership, Osler’s Calgary and Vancouver offices have expanded, significantly enhancing the firm’s influence in these critical economic hubs. Her leadership and strategic acumen have been instrumental in strengthening the firm’s national presence, shaping its direction and fostering a culture of excellence.

In business, law and community, Maureen leads with purpose and a stated desire to “leave the place — one’s firm, community, city, province and country — better than you found it.” In addition to exercising visionary strategic and business leadership, she mentors future generations, champions women’s leadership and contributes to a legal profession rooted in excellence, equity and impact. She has played a crucial role in mentoring generations of lawyers — particularly women — by leading with guidance and support. Her goal is to increase the number of women at Osler, within the partnership and across the broader legal and business communities.

As part of *Canadian Lawyer*’s 16<sup>th</sup> annual survey, Maureen was selected based on her work and broader contributions that influenced the legal system over the previous 18 months.

## Fellow of the Americal College of Trial Lawyers

Osler was also pleased to celebrate Maureen’s induction as a Fellow of the American College of Trial Lawyers (ACTL), recognizing her outstanding contributions to the legal profession and her unwavering commitment to excellence.

Founded in 1950, ACTL is widely considered to be the premier professional trial organization in North America. The College is composed of the best of the trial bar from the United States and Canada. Fellowship is extended by invitation only, and only after careful investigation, to those experienced trial lawyers who have mastered the art of advocacy and whose professional careers have been marked by the highest standards of ethical conduct, integrity, professionalism, civility and collegiality.

Membership in the ACTL is limited to less than 1% of the total population of lawyers in any state or province. The ACTL is dedicated to maintaining and improving the standards of trial practice, professionalism, ethics and the administration of justice through education and public statements on important legal issues. It strongly supports the independence of the judiciary, trial by jury, respect for the rule of law, access to justice, and fair and just representation of all parties to legal proceedings.

## Benchmark Energy/Resource Litigator of the Year

Last but not least, Maureen continues to be nationally recognized and awarded for her expertise in energy, resources, commercial, and Indigenous litigation, appellate advocacy, and constitutional and administrative law. She was once again named the Energy/Resources Litigator of the Year at the 2025 Benchmark Litigation Canada Awards. Since 2016, Benchmark Litigation has also repeatedly honoured Maureen as one of the Top 25, 50 and 100 Women in Litigation in Canada.

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%

30.1%

4.5%

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

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

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

\*Gender statistics are as of December 31, 2025. 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

58%

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

More than

508

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

More than

13,000

hours of **pro bono work** were provided by Osler for **about 144 clients** in 2025.

Over

1,900

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

70%

of **chief executive** positions in 2025.

Women occupied

46%

of positions on the **Partnership Board** in 2025.

Women made up

43%

of **new partners** between 2014 and 2025.

## 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. In 2025, six of the 13 members of the Partnership Board were 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 (AWL) 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, 25 AWL participants have been admitted as partners. Our fifth year of the program concluded at the end of 2025.



International Women's Day event at Osler, Toronto office



A panel discussion co-hosted with Ascend Canada and FACLT Ontario

# Our diversity accolades and networks

## Canada's Best Diversity Employers

For several years running Osler has been 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.

Osler was once again named one of *Canada's Best Diversity Employers* in 2026.

[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.

Osler is an annual sponsor of the BlackNorth Initiative Alberta Chapter's Annual Stampede Networking and Speed Mentoring Event. This event brings together seasoned professionals and ambitious trailblazers alike, creating an opportunity to learn, grow and forge new connections.

## 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.

In November, members of two of Osler's Legal Professional Resource Groups, APAN and OSAN, were delighted to partner with Ascend Canada and the Federation of Asian Canadian Lawyers (FACL) Ontario to host "The power of storytelling: redefining leadership as an Asian-identifying professional" at our Toronto office. About 70 guests from the business and legal community gathered to enjoy a networking reception, a nuanced and thoughtful panel discussion and a small group discussion around the role storytelling plays in building connections and propelling our careers forward.

We are grateful to Maisie Ho, VP Finance, Canadian Wealth, TD Bank Group, and Maya Krishnaratne, Legal Manager, Intact Insurance, for joining us as panelists along with Sahil Chopra, associate, Emerging and High Growth Companies. Richard Wong, partner and Co-Chair, Construction and Infrastructure, moderated the discussion and Ricco Bhasin, partner and Co-Chair, Financial Institutions Transactions, acted as the MC.

## Pride at Work Canada

Through dialogue, education and thought leadership, Pride at Work Canada empowers Canadian employers to build workplaces that celebrate all employees regardless of gender expression, gender identity and sexual orientation. Osler has been a longstanding "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.

## 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.

IN SUPPORT OF OUR CLIENTS

# Women leaders in business

## The Art of Leadership for Women

In 2025, Osler was proud to once again be the national presenting sponsor of The Art of Leadership for Women. Held in Ottawa, Toronto, Vancouver and Calgary, the conference brings together women and those who champion women and provides incredible opportunities to learn from business leaders, scientists, academics and advocates. This year's keynote speaker was Christine Sinclair, Canadian soccer legend, international goalscoring record holder and Olympic champion.

Women partners at Osler were invited to address attendees at all four events. In Ottawa, Faylene Lunn, partner, Intellectual Property, provided opening remarks and Natalie Munroe, Chief, Osler Works – Transactional and Legal Operations, joined the executive panel. In Toronto, Joyce Bernasek, partner, Financial Services, provided opening remarks and Lauren Tomasich, partner, Disputes, participated on the executive panel. Laura Webb, partner, Emerging and High Growth Companies, delivered opening remarks in Vancouver and Mary Buttery, KC, partner, Disputes, spoke on the panel at that event. In Calgary, Joanne Vandale, partner, Tax, spoke at the opening of the event and Jessica Myers, partner, Corporate, participated on the executive panel.



The Art of Leadership for Women event in Ottawa

## Osler Women in Leadership Series

Osler Women in Leadership was a leadership and coaching program held for our clients' senior women executives and our women partners.

In February, Osler hosted a workshop that examined a variety of valuable self-advocacy strategies to help women achieve their goals. The attendees had the opportunity to work together in small groups to share experiences and apply the strategies to a relevant scenario in a highly interactive environment.

In May, the group had an open forum on generational team motivation, conflicts and how to retain strong talent.

In June, Osler hosted a dynamic workshop titled "Presence and impact", that aimed to equip participants with practical tools to enhance their personal presentation style across a range of audiences. The workshop was followed by a cocktail reception for attendees to network and connect.

## Fireside Chat with Catherine Chow, Chief Legal Officer of the Vancouver Canucks

In February 2025, Osler was pleased to partner with FACL BC's In-House Committee to host a fireside chat with Catherine Chow, Chief Legal Officer of the Vancouver Canucks. Amy Sujae Lee, Senior Manager, Diversity and Inclusion, delivered welcome remarks to Catherine and the attendees.

Catherine spoke about staying curious, finding allies in unexpected places, showing up as your full self and fostering inclusivity at all levels of the profession to a full room of more than 60 attendees, including lawyers from private practice, in-house counsel, articling students and law students — all eager to connect, learn and be inspired.

The event was part of the Trailblazer Series which is dedicated to celebrating Asian Canadian leaders in the British Columbia bar who are driving progress, breaking barriers and championing inclusion for the next generation of legal professionals.



Fireside Chat with Catherine Chow, Chief Legal Officer of the Vancouver Canucks

## “#AccelerateAction: Women Moving the Dial” with the Canadian Technology Law Association

In March, Osler was delighted to sponsor an International Women’s Day (IWD) program hosted by the Canadian Technology Law Association (CAN-TECH) and featuring a cocktail reception, panel discussion and dinner. The panelists spoke about how they have accelerated action and paved the way for a more inclusive and equitable future, from advancing women in leadership roles to leading women-focused initiatives and championing change in technology and beyond.

The attendees reflected around IWD 2025’s theme “Accelerate Action” and how they can each move beyond conversations and into meaningful progress, whether through innovative projects, mentorship or breaking traditional barriers. The panel was moderated by Christine Jackson, partner, Commercial, moderated the panel and Erin Rubin, partner, Technology, moderated a reflection discussion after the panel. Joanna Fine, partner, Privacy and Data Management, along with associates Katelyn Smith and Komil Joshi, Privacy and Data Management, also attended the event.

In April, Osler hosted the CAN-TECH “Women In Tech Social Series: Bagels and Bytes.” This series of social gatherings focuses on creating informal and inclusive spaces for women working in technology and privacy to meet one another and build relationships. The event created an opportunity for professional women to connect socially, get to know colleagues across the privacy and technology landscape and motivate and help each other succeed.

CAN-TECH was founded in 1997 by a group of technology lawyers from across Canada to provide a national forum for Canadian practitioners to discuss the uniquely Canadian aspects of technology law and related fields of e-commerce and intellectual property.

## Honouring Canadian privacy trailblazers

In honour of International Women’s Day, we took the opportunity to reflect on the achievements of women who have shaped the field of privacy in Canada. These inspiring women have not only broken barriers, but have also become champions of privacy rights and gender equity. Their journeys through the privacy profession are a testament to their resilience, innovation and leadership, and their contributions continue to inspire the next generation of women in tech, law and cybersecurity.

[Read more](#) about the stories of remarkable leaders, their thoughtful advice to other women in the field and their reflections on the importance of diverse voices in leadership.

## Women General Counsel Canada

Osler is proud to partner with Women General Counsel Canada (WGCC). In October, Osler and WGCC co-hosted an engaging evening of mahjong, featuring strategy, laughter and a little friendly competition over the classic tile game enjoyed around the globe. Attendees had the opportunity to learn the intricacies of the game with a facilitator, while connecting and networking with other accomplished women leaders.

IN SUPPORT OF OUR CLIENTS

# Board diversity

## 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.

[Click here for the \*Board Diversity Policy Template for 2020 and Beyond\*](#)

## Diversity Disclosure Practices report

In 2025, we published our 11th annual *Diversity Disclosure Practices* report, offering an updated analysis of the representation of women, members of visible minorities, Indigenous Peoples and persons with disabilities in leadership roles in corporate Canada. As in previous years, the report also provides detailed disclosure on TSX-listed companies to show year-over-year comparisons, as well as a sampling of best practices for increasing diversity and examples of companies going above and beyond in their disclosure.

[Read the 2025 \*Diversity Disclosure Practices: Diversity and leadership at Canadian public companies\* 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. Paula Olexiuk, partner, Commercial, and Co-Chair of the Construction and Infrastructure practice group, is a board member of Women+Power.

In February, Paula moderated a panel and a networking reception at our Calgary office with John Valley, partner and Chair, Corporate Governance, and a co-author of Osler's annual *Diversity Disclosure Practices* report. The panel explored the current landscape of female leadership, discussed actionable takeaways from the latest diversity data and shared strategies to support career growth in today's evolving corporate world. The attendees appreciated the authentic, thought-provoking discussions and connected with each other by sharing their own experiences.

## Women Get On Board Summit

Osler was proud to sponsor the fourth annual Women Get on Board Summit Toronto, where boardroom experts and thought leaders explored the key considerations for boards in 2025 and beyond, focusing on modern governance and the evolving role of the board. John Valley, partner and Chair, Corporate Governance, and Alan Kenigsberg, partner, Tax, spoke at a panel discussion entitled "Board oversight of supply chains in a changing world."

IN SUPPORT OF OUR CLIENTS

# The emerging and high growth companies ecosystem

Our commitment to the emerging companies ecosystem goes far beyond providing legal services. The Osler team is deeply embedded in the fabric of the Canadian ecosystem, serving as trusted partners and advocates on the issues that shape businesses today and in the future. We helped establish the modern ecosystem and continue to support its growth. As leaders in this space, we've played a pivotal role in building Canada's startup landscape, fostering deep connections within it. Our team members are passionate connectors, dedicated to linking our clients with the resources and networks they need to thrive.

We proudly sponsor and support a wide range of accelerators, incubators and organizations that foster innovation across Canada. These partnerships are crucial in equipping founders with the tools they need to launch, scale and succeed.

## Asian Canadian Ventures Collective

In February, Osler hosted the Asian Canadian Ventures Collective (ACVC) at our Vancouver office for a panel discussion on accessing venture capital, with Justin Young, partner, moderating. ACVC is a not-for-profit organization established in 2022 which brings together Canadians of Asian heritage working in tech (including deep tech, frontier tech and AI/ML) and life sciences/digital health to provide a network and help its members accelerate and support their success.

## BKR Capital VC Fellowship program

In February, BKR Capital, a venture capital firm focused on investing in Black founders, hosted their annual VC Fellowship event at Osler's Toronto office. The full-day event included a panel session showcasing some of their founders' journeys,

a term sheet negotiation simulation hosted by Justin Dharamdial, partner, Jeremy Lin, associate, and D'antal Sampson, associate, and an evening cocktail reception in celebration of Black History Month. This partnership was spearheaded by Laura Webb, partner.

## FemTech Breakfast Club

Osler was happy to host the FemTech Breakfast Club event in October in Toronto. The FemTech Breakfast Club is Canada's largest competition and platform for early-stage innovations in women's health. Each year, the FemTech Breakfast Club selects the most promising companies to coach, supports their fundraising efforts and showcases them during pitch competitions across Canada, gathering investors, incubators and healthcare mentors to support innovations that help women thrive.

## Misfit Ventures Vancouver launch event

In April, our Vancouver office hosted a launch event for Misfit Ventures. Misfit is Canada's first LGBT+ VC fund, backing pre-seed to seed-stage ventures led by LGBT+ founders. The event was a great mix of networking with founders and funders, including a keynote from Minister of Women and General Equality and Secretary of State (Small Business and Tourism) Rechie Valdez and queer founder pitches with a local drag talent Batty Banks acting as emcee. Laura Webb, partner, Mark Longo, partner, and Rebecca Garner, associate, represented Osler at the launch.

## The Odlum Brown Forum Pitch

Osler's Laura Webb and Rebecca Garner hosted a group of investors and accelerators at the annual Odlum Brown Forum Pitch Finale, a program that aims to address the barriers of accessing capital for Canada's growing network of self-identifying women, non-binary and trans-femme entrepreneurs. Guests included individuals from Alacrity, Mosaic Accelerator, Misfits VC, Yaletown Partners and Spring Activator.

## 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 people of South Asian descent working in the Canadian technology industry, including investors, entrepreneurs, service providers and generalists looking to network and connect with others.

In April, Osler hosted a number of SAVCA events. Our Toronto office hosted a panel session with SAVCA entitled "Scaling through ebbs and flows." Associate Sahil Chopra acted as the moderator. In Vancouver, Osler and KPMG co-sponsored "SAVCA Vancouver: the year of resiliency" event featuring a dynamic panel of experienced VC investors and founders who discussed the challenges and opportunities shaping the startup ecosystem. Mark Longo and Vivek Anand represented Osler at the event. In Calgary, we hosted a panel discussion on what it takes to build and invest in businesses that stand the test of time, with Vivek Warriar, partner, Corporate, serving as moderator.

In October, our Vancouver office hosted a panel discussion and Diwali social for SAVCA members. The discussion focused on strategies for building globally competitive companies in Canada and celebrated the growth of Canada's South Asian technology and startup ecosystem. Osler representatives in attendance included Mark Longo and Vivek Anand.

## Toast's Supper Club

In Vancouver in February, Osler sponsored one of Toast's quarterly Supper Club dinners, a series hosted in major Canadian cities. Toast is a women-led collective dedicated to supporting and empowering women in tech. These events aim to connect successful women founders with meaningful partners and foster collaboration. The attendees included leaders from early-stage ventures in Vancouver, primarily ranging from seed to Series A. Laura Webb and Sylvia McLean represented Osler at the event.

## Visibility Sprint to the Summit by W Venture Studio

In May, our Vancouver office welcomed W Venture Studio, Canada's leading women's venture studio, for "Visibility sprint to the summit," a workshop designed to help female founders build media presence, strengthen investor confidence and maximize their impact at the Web Summit conference. The session brought together a strong group of women founders and investors, creating a forum for connection and learning. Rebecca Garner represented Osler at the event.

## Women Funding Women legal workshop

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.

In June, Laura Webb, partner, and Sylvia McLean (née Rowat), associate, Emerging and High Growth Companies, led an in-person legal workshop and social gathering at our Vancouver office on startup funding and term sheets. The session delivered practical and substantive content specifically for early-stage founders navigating investment and investors aiming to deepen their understanding of deal terms.

In September, Osler and WFW hosted an Exclusive Venture Dinner, an intimate gathering for women founders and funders. The attendees had enriching conversations on a wide range of themes, including the power of trust and values; generating trust and belief in the business vision beyond the business plan; building and belonging to a transparent and open network where everyone can be informed, connected and empowered; and the importance of providing groundbreaking, innovative solutions to stand out.

In November, Kelly O’Ferrall, partner, and Summer Danakas, associate, from the Employment and Labour group, led an online legal seminar titled “From hiring to firing: what startups need to know to be investor ready.” This session provided a practical overview of key employment issues for startups, including how to distinguish employees from independent contractors, best practices for hiring interns, the essentials of well-drafted employment agreements and core compliance obligations under employment standards, human rights and occupational health and safety laws. WFW attendees learned how to reduce misclassification risk, ensure proper documentation and navigate common pitfalls to support compliant, scalable growth.

## Women in Emerging and High Growth Companies Leadership

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.

## Young Black Entrepreneur of the Year Award by the League of Innovators Accelerator

The League of Innovators Accelerator is a national Canadian charity that empowers youth to be their own bosses by offering accessible programs, education and support for entrepreneurs aged 15 to 30, from discovery through acceleration. Osler is a long-time partner of the League of Innovators Accelerator. This year, we sponsored the Young Black Entrepreneur of the Year Award that was presented at the Young Entrepreneurs of the Year (YHEY) Awards by the League of Innovators Accelerator. The Young Black Entrepreneur of the Year Award celebrates a young Black founder that embodies the values of the YHEY Awards: leadership, entrepreneurial spirit, impact and innovation. Emy Ezeani, associate, presented this year’s award to Nanette Sene, founder of Juno Technologies.

IN SUPPORT OF OUR CLIENTS

# In the international context

## Canada-Vietnam Chamber of Commerce

In November, our Montréal office hosted a panel discussion in collaboration with the Canada–Vietnam Chamber of Commerce on the evolving dynamics of international trade. Titled “Import & export: the new paradigms,” the event brought together leading experts in international investment with deep knowledge of Asia’s markets. Pierre Fitzgibbon, Special Advisor, shared insights alongside the panelists, and François Paradis, partner, Corporate, delivered the closing remarks.

## Canada Korea Business Council

In June, Osler hosted a special presentation and networking event with the Canada Korea Business Council (CKBC) on the topic of strategic investments and partnerships. The keynote speaker, H.E. Youngjae Kim, Consul General of the Republic of Korea in Toronto, shared valuable insights into the expanding business opportunities and strategic partnerships between South Korea and Canada. The Consul General also participated in open and candid discussions touching on key sectors such as renewable energy, nuclear, defense, infrastructure, technology and finance, underscoring the potential for continued collaboration and growth.

At the event, Richard Wong, partner, Commercial, Energy and Co-Chair, Construction and Infrastructure, presented successful case studies of Korean companies engaged in the energy transition and Hugo-Pierre Gagnon, partner, Corporate, spoke about the current investment landscape in Québec.

**BUILDING A CULTURE OF INCLUSION AND SUCCESS**

# Diversity programs and resources for in-house teams

## 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.

[Watch the Indigenous Law Insights webinars](#)

## Indigenous Law Blog

Osler's Indigenous Law Blog features insightful commentary on significant legal issues related to Indigenous law in Canada. The authors provide updates on important court decisions and legislative and policy developments. The blog enables readers to stay current on Indigenous law matters of interest to businesses, such as the duty to consult, Aboriginal title and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

[Read the Indigenous Law Blog](#)

## International Day against Homophobia, Transphobia and Biphobia: an evening of reflection and connection on 2SLGBTQ+ inclusion

As part of our ongoing commitment to diversity and inclusion, we brought 2SLGBTQ+ professionals, advocates and allies in Toronto together to mark the International Day against Homophobia, Transphobia and Biphobia. This year's theme was personal storytelling as a catalyst for inclusion. Chris Bergeron, Vice President, Brand Content, Cossette, and Prasanna Ranganathan, a diversity, equity, inclusion, accessibility and belonging (DEIAB) leader, advisor and consultant, shared their stories of leadership and impact, along with Amy Sujae Lee, Senior Manager, Diversity and Inclusion, who acted as the moderator. After the panel discussion, attendees enjoyed a vibrant networking reception.

## Osler's Year-End Professionalism Series

Osler's Year-End Professionalism Series (YEPS) features several engaging speakers exploring diverse and unique topics. Client attendees have the opportunity to gain valuable insights while earning CPD credits.

In 2025, we provided a diversity session entitled *Why I Find You Irritating: Generational Friction at Work* with Chris DeSantis. The workforce has evolved to include four distinct generational groups. Each generational cohort comes of age during distinct environmental and socio-economic circumstances. These circumstances shape each generation's motivations, expectations, and workplace behaviours. Chris led the attendees to explain how we can understand, appreciate and ultimately, embrace these differences.



International Day against Homophobia, Transphobia and Biphobia:  
an evening of reflection and connection on 2SLGBTQ+ inclusion

## 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.

Last 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. We will be conducting our eighth biennial demographic and inclusion survey in 2026.

## 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.

## Osler Belongs

*Osler Belongs* is an internal quarterly newsletter that was originally launched in 2022. In June 2025, we revamped it specifically for our business professionals, including paraprofessionals and staff lawyers in Toronto. The newsletter aims to foster an enhanced sense of inclusion, participation and engagement with the firm's diversity, inclusion and culture initiatives. It provides updates on the many diversity and inclusion social events, wellness events, projects and resources that are available to all firm members, both internally and through local organizations that we collaborate with. We are heartened to have received enthusiastic and favourable reception from firm members thus far.

## Cultural, religious and equity-based observances

As a diverse and inclusive organization, Osler values and respects the cultural backgrounds and religious beliefs observed in our workplace. Embracing and respecting diverse traditions enriches the firm culture and strengthens our team orientation. To encourage intercultural awareness and exchanges, we have created a calendar which lists approximately 50 significant cultural, religious and equity-based observances throughout the year, with a brief explanation about each observance. Firm members have the option to import the calendar of observances to their Outlook for their reference as well, if they wish.

## Diversity@Osler

Our Intranet site has a page dedicated to the firm's diversity and inclusion resources and updates. The page provides links to EDI policies and guidelines, an overview of significant milestones, ongoing initiatives and programs as well as 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 aim to foster 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 and 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 comprehensive 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/Morneau Shepell) Employee and Family Assistance Program providing 24/7 confidential access to mental health professionals
- 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
- virtual/telephonic medical care and well-being programs 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 Bell Let's Talk Day (January), Canadian Mental Health Week (May) and Mental Illness Awareness Week (October)
- a wellness and home office reimbursement program to support firm members' physical health, emotional health and ability to work from home productively

## Wellness learning and social events

- **Power of self-compassion:** Steve Cline, Osler's Career Development Officer, delivered this session as part of our Bell Let's Talk Day campaign in January. The session outlined the importance of self-compassion as a tool to help manage oneself through challenging times.
- **Building caregiver resilience:** Dr. Aaron Blight led this session during Mental Health Week in May, focusing on how to stay resilient when acting in the role of a caregiver to either a child, parent or other loved one. Attendees were provided with a framework for processing their experiences and developing the strength needed to continue supporting the people who depend on them.
- **Enhancing your success profile with emotional intelligence:** As part of our Mental Health Week programming, Steve Cline offered this session outlining the components of emotional intelligence and offering tips to improve participants' ability to exhibit high levels of it in both their personal and professional lives.
- **Spring wellness challenge:** A group of firm members signed up for a month-long series of fun and effective activities they could take on individually while staying connected and motivated through a virtual chat group.
- **Emotion regulation:** Jeena Cho, a lawyer and mindfulness expert, delivered a session on how effective emotion regulation enhances lawyers' ability to thrive in their practices. Steve Cline offered a session on this topic to staff that outlined six tools to use to both understand and process emotions in a healthy way. These sessions were offered to recognize Mental Illness Awareness Week and World Mental Health Day in October.
- **Stress reduction:** In this session, naturopathic doctor Colin O'Brien outlined a series of practical ways to reduce stress.
- **Fall creativity challenge:** A group of firm members signed up for a week-long series of daily activities focused on taking a break to engage in short creative pursuits.
- **Montréal initiatives — taking physical breaks:** Our Montréal office welcomed a kinesiologist in May to lead a discussion about taking active physical breaks. Firm members participating in the program benefited from the guided stretching, yoga and other active physical break tips. In October, the office welcomed kinesiologist Raphaëlle Ladouceur who discussed mental health through lifestyle habits, including stress management, physical activity, nutrition and sleep.
- **Vancouver initiatives — understanding ADHD:** Attention-Deficit/Hyperactivity Disorder (ADHD) is a neurodevelopmental disorder that is commonly characterized by an ongoing pattern of inattention, hyperactivity, restlessness and impulsivity, among other symptoms. ADHD may affect daily life and often co-occurs with other disorders and conditions. In October, the Vancouver office held an event featuring guest speaker Dr. Candice Murray, who was key in the development of a provincial ADHD program in British Columbia. Dr. Murray discussed what ADHD is and is not, how ADHD is clinically assessed and treated, and shared some insights on working with legal professionals who present with ADHD.
- **Calgary initiatives — therapy dogs:** Our Calgary office welcomed Mercedes and Cocoa, two therapy dogs from the Community Therapy Dogs Society, in October. Firm members dropped in throughout the day for a quick snuggle, to give belly rubs to the dogs and to enjoy quiet moments of calm. Therapy dogs are calm, gentle and well-socialized. They provide many mental health benefits, such as easing anxiety, boosting morale, calming the nervous system and fostering a sense of calm and relaxation. Their presence helped ease stress and reminded us how powerful connection can be.
- **Management training in mental health and wellness:** Osler completed the final year of a three-year mental health training initiative in 2025. The goal was to help professionals in leadership roles feel better able to manage their team members, particularly those who may be struggling with mental health issues, and to support them through conversation and gentle intervention.

Overall, 68 professionals obtained gold-standard mental health certification. 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.

In addition, a workshop on managing wellness in the workplace was offered to all administrative supervisors, managers and other senior leaders at various times in 2025. This management skills program focused on helping participants to understand how to impart the importance of wellness to their teams and outlined how to identify and work with individuals who may be struggling with a mental health challenge or illness.

## 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. Steve Cline, Osler's Career Development Officer, 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 lawyers, law students and staff, throughout the year.

BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Continuous learning and development

## International Holocaust Remembrance Day

To mark International Holocaust Remembrance Day, Osler collaborated with the Friends of Simon Wiesenthal Center for Holocaust Studies to invite Hedy Bohm, a Holocaust survivor, to share her powerful testimony regarding the Holocaust's impact on individuals and communities. Shuli Rodal, partner, Chair of Competition/Antitrust, Trade and Foreign Investment Group and Chair of the Diversity Committee, and Manny Pressman, partner and Co-Chair of the firm, made opening and closing remarks for the session. It was a meaningful and moving session that educated attendees on the importance of speaking out against all forms of discrimination and prejudice, and centring kindness as the antidote to hate.

International Holocaust Remembrance Day event at Osler



## Black History Month

In February, Osler welcomed BKR Capital, and two of its portfolio companies, Simmunome and Oasis Learning AI, for a panel discussion on investing in Black excellence. Panellists discussed the why and the how of investing in diverse talent, while providing their reflections on the impact so far, their goals for the future and advice to founders and professional advisors regarding providing culturally competent services.

BKR Capital is a venture capital firm that was built with the objective of investing in promising Black founders in the technology space, making early and transformational investments in disruptive companies that often answer unmet needs of minority communities.

Simmunome is a Montréal-based techbio company leveraging generative artificial intelligence (AI) to increase the predictability of clinical drug development.

Oasis Learning AI optimizes the development, productivity and workflow associated with building custom training and empowering human resources and learning and development teams. By leveraging generative AI, Oasis offers an intuitive and easy way to deliver training entirely tailored to the distinct needs of both organizations and their employees, while increasing efficacy.

## International Women's Day

For this year's International Women's Day, we were thrilled to feature a special keynote by Anu George Canjanathoppil, Chief Executive Officer of International Justice Mission (IJM) Canada at our Toronto office. Anu spoke about her leadership efforts rescuing and rehabilitating individuals trapped in forced labour slavery, the legacy of women in her life and her reflections on the role of the law in protecting the rights and dignity of individuals. IJM is a global organization whose mission is to protect people in poverty from violence by rescuing victims, bringing criminals to justice, restoring survivors to safety and strength and helping local law enforcement build a safe future that lasts.

At our Montréal office, we welcomed Sophie Boulanger, co-founder of BonLook. Over breakfast, she shared her remarkable journey as an entrepreneur and her authentic testimony on the challenges she's encountered, key learnings and realities of building a business. Sophie recalled the crucial importance of surrounding oneself with the right people and developing a solid network, a message that resonates with women from all professional backgrounds.

In Vancouver, Osler invited Nila Ibrahim, a women's rights advocate from Afghanistan, to share her story and the work that she continues to do to uplift Afghan women and girls. Forced to flee her home country following the Taliban's takeover in August 2021, Nila first arrived in Saskatoon before settling in Vancouver. Since then, she has become a powerful voice for change, speaking at prestigious events such as the Geneva Summit for Human Rights and Democracy 2023, TED Vancouver 2024 and the Clinton Global Initiative 2024.



International Women's Day event

## National Day for Truth and Reconciliation

As of 2025, it has been a decade since the release of the Truth and Reconciliation Commission's Final Report and its 94 Calls to Action.

To mark the occasion, Osler was honoured to welcome guest speaker Heather Watts, Principal and Partner of First Peoples Group and a Mohawk and Anishinaabe educator from Six Nations of the Grand River Territory, to examine what progress has been made, where gaps remain and how Indigenous and non-Indigenous peoples can continue to move forward to promote reconciliation in meaningful ways. Attendees reflected on the 10-year anniversary of the release of the report through guided discussion and storytelling.

National Day for Truth and Reconciliation event at Osler



## International Day of Persons with Disabilities

To mark the International Day of Persons with Disabilities on December 3, Osler was pleased to present our third annual disability inclusion panel discussion for all firm members with our esteemed speakers Kelly McDermott, past president of the Ontario Bar Association and the Deputy Regional Senior Solicitor and Director of Legal Services at the Regional Municipality of Durham, and Prasanna Ranganathan, a diversity, equity, inclusion, belonging and accessibility leader, human rights lawyer and consultant. Our speakers shared their reflections on living and working as lawyers and professionals with a disability and reflected on some of the projects and initiatives they have led to promote disability inclusion. It was a great learning opportunity that inspired us to think further about how we can collectively build a work environment of understanding and support.

International Day of Persons with Disabilities event at Osler



## 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.

## Indigenous cultural competency training

All legal professionals at our Calgary and Vancouver offices have undergone Indigenous cultural competency education.

In British Columbia, we have sponsored the Canadian Bar Association (CBA) British Columbia's 2025 webinar series, "Advancing Reconciliation." The series features Indigenous leaders and experts who share insights on how legal professionals can support Indigenous communities and contribute to meaningful, lasting change.

Nationally, Osler has sponsored the CBA's 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.

## 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.

**BUILDING A CULTURE OF INCLUSION AND SUCCESS**

# Legal professional resource groups (LPRGs)

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

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



Osler  
Asia-Pacific  
Affinity  
Network



Osler  
Indigenous  
Professionals  
Network



Osler  
South Asian  
Network



Osler  
Middle Eastern  
and North African  
Network



Osler  
Pride  
Network



Osler  
Women  
Lawyers'  
Network



Osler  
Black Professionals  
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 almost 70 members across all of our offices.

APAN's notable activities over this past year included

- **Social events for members:** APAN members regularly get together for social events. This year, members enjoyed various group meals and activities, including a hot pot social and a ramen and bubble tea social.

FACL Ontario/Osler Speed Mentoring Event



- **Asian Heritage Month celebrations:** In May, APAN and OSAN co-hosted Asian Heritage Month by offering various cultural internal and external events for firm members. In our Toronto, Vancouver and Montréal offices, we hosted Snack Days, where firm members enjoyed East and South Asian treats and tea.
- **FACL Ontario/Osler Speed Mentoring Event:** In February, APAN once again sponsored the FACL/Osler Speed Mentor-a-Thon event. This 12th annual event gave students and junior practitioners the opportunity to expand their professional networks and to make valuable connections with prominent members of the legal profession, while providing experienced practitioners the chance to share their experiences and give back to the next generation of talent in intimate, rotating breakout sessions. Sophie Fu and Jacqueline Kang, associates and associate leads of APAN, gave a keynote address to welcome guests.
- **FACL Western mentorship events:** Osler is a proud sponsor of the 2025/6 Annual FACL Western Mentorship Program events in Edmonton, Calgary, Regina and Winnipeg.
- **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 Ontario Chapter's holiday social, the Osler Best First Feature Award at the Toronto Reel Asian International Film Festival and the Chinese Legal Banquet, which brings together students, lawyers and community members in Vancouver to celebrate cultural diversity and strengthen intergenerational connections in the legal profession.
- **Spotlight on our people:** In June 2025, Danielle Chu, associate, Competition/Antitrust, Trade and Foreign Investment, was awarded the prestigious King Charles III Medal for her contributions as a member of the board of directors of 4-H Canada, a respected not-for-profit organization within agricultural industries. The King Charles III Coronation Medals are awarded annually to individuals whose significant contributions to Canada or outstanding achievements abroad bring distinction to our nation. Additionally, she has been appointed Vice Chair of Programs for the American Bar Association's International Law Section: International Trade Committee for 2025-2026. In this leadership role, Danielle will help shape timely programming on the most pressing issues in international trade law.

APAN Social



## LEADS

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## Middle Eastern and North African Network

Formed in 2024, 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 30 MENAN members across all of our offices.

MENAN's activities over the past year included:

- **Toronto cooking class:** In June, MENAN members and allies in the Toronto office attended an interactive cooking class at The Chef Upstairs. The group made and enjoyed a variety of Middle Eastern and North African inspired dishes, including dolma, Moroccan couscous and baklava, in a relaxing social environment.

MENAN The Chef Upstairs social



- **Eid breakfast:** Our Calgary office held a traditional Turkish breakfast to mark the end of Ramadan and to commemorate Eid-al-Fitr. During Ramadan, 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.
- **Student panel discussion:** MENAN members Aya Fahmi, Dorsa Eshtehardian, Aya Refaat and Parmida Esmaeilpour hosted a successful law student event at our Toronto office that welcomed 1L Middle Eastern and North African students at Lincoln Alexander Law to listen to a panel discussion, followed by a firm tour. Students appreciated the opportunity to connect with the lawyers in an intimate setting to learn and ask questions.
- **Year-end social:** In November, MENAN members and allies enjoyed a year-end gathering in Toronto to enjoy each other's company over drinks and hors d'oeuvres and to celebrate and reflect on the year. In Calgary and Ottawa, MENAN members received holiday gifts to share in the festive cheer.



Panel discussion with law students

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## 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 consists of about 30 members across all of our offices.

OBPN's notable activities over this past year included:

- **Black History Month programming:** In February, in addition to the national educational programming, firm members enjoyed a variety of social events to celebrate the richness and diversity of Black cultures.

In Montréal, firm members were invited to a tasting of Jamaican dishes prepared by Boom J's Cuisine for a festive and gourmet lunch. One of the firm members also spoke about her personal experiences in Haiti and presented the stories contained in *Ayiti: Histoires de chefs* by Carla Beauvais, along with a prize draw for 20 signed copies of the book.

At our Toronto office, we worked with Chef Camille Mayers, a Black, queer, non-binary chef and owner of Dvourr catering company, to curate and present a Black History Month themed lunch for our lawyers.

- **In-person summer social:** OBPN organized its fourth 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. This year, members enjoyed a casual dinner and a fun game of bowling.



OBPN Summer Social

- **Community donations:** This year, we sponsored a fundraising gala for Clinique juridique de Saint-Michel, a legal clinic located in Montréal that supports low-income Black and racialized communities.
- **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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## PARTNER SPONSORS

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## Osler Indigenous Professionals Network

We are thrilled to have formed Osler's newest Legal Professional Resource Group in 2025: OIPN. OIPN is dedicated to supporting the needs, professional development and networking, recruitment and retention of First Nation, Métis and Inuit professionals at the firm. We are looking forward to the impact that the group will create inside and outside the firm.

- **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. Our Vancouver office held a number of engagement events to mark the day, including a beading event with Denae Petti and

a fireside chat moderated by Kim McGuire, partner, Tax, with panelists Denae Petti, Avenue Intern, and Brodie Noga, associate, Disputes. During the fireside chat, Denae spoke about her experiences as a student and decision to pursue law school, and Brodie spoke about his pro bono work to advocate for the rights of Deaf people in federal prison on behalf of a Deaf Métis man.

- **Reflecting on the National Day for Truth and Reconciliation:** To mark the National Day for Truth and Reconciliation, our Montréal office hosted a presentation by Xan Choquet from Wapikoni, an Indigenous film organization that supports local communities in creating and sharing their own stories through

cinema. During the session, short films produced by Indigenous creators were screened, giving attendees an authentic window into community perspectives and lived experiences of Indigenous community members. Attendees learned about the different Indigenous nations in Québec and some of the challenges they face, making the event both informative and impactful. Attendees appreciated the opportunity to discover authentic stories that highlight the history, geography, social issues and daily life of Indigenous Peoples today.

- **BC Achievement Foundation's Indigenous Business Award Gala:** On November 5, Osler was pleased to support and attend the 2025 Indigenous Business Award Gala to honour Indigenous businesses and entrepreneurs who are leading with vision, innovation and impact across the province. The award recipients embody the power of Indigenous entrepreneurship and the positive impact it has on communities throughout British Columbia. The inspiring evening brought together business and community leaders, partners and government representatives to celebrate success and foster new connections.

- **Supporting Indigenous law student groups:** Osler once again supported the Osgoode Indigenous Students' Association and the Indigenous Law Students' Association at the University of Toronto Faculty of Law. OIPN members also held a number of student engagement events throughout the year, including a virtual panel discussion, small group discussions and firm tours to get to know Indigenous law students across Canada, provide informal support and mentorship, and answer questions regarding what it's like to work at Osler.
- **Spotlight on our people:** Aidan Mitchell-Boudreau, summer student at Osler with family from the Six Nations of the Grand River, has received the Dr. Malcolm King Scholarship Award at Massey College for the research that she will be leading on Aboriginal rights in hospitals. Aidan is a Junior Fellow at Massey College at the University of Toronto. The Dr. Malcolm King Scholarship is awarded annually to a Junior Fellow who demonstrates knowledge of Indigenous culture, whose field of research relates to wellness, whose work is conducted in collaboration with Indigenous communities, and which will benefit those communities.

## LEAD

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## PARTNER SPONSORS

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## 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.



International Day of Pink Campaign at the Calgary office

- **International Day against Homophobia, Biphobia and Transphobia:** In May, our Montréal office hosted an inspiring and meaningful conference featuring Olivia Baker from Fondation Émergence. The event offered a warm and welcoming space for thoughtful reflection, open conversation and collective support. Founded in 2000, Fondation Émergence is a pioneering Québec-based non-profit organization dedicated to raising awareness, informing and defending the rights of people from 2SLGBTQ+ communities. As a concrete gesture of solidarity, a donation was made to Fondation Émergence on behalf of the firm to help further their vital mission of fighting prejudice and celebrating diversity.
- **Pride celebrations across our offices:** Many of our offices planned thoughtful programming to mark Pride in their cities. In Montréal, we invited Gabrielle Marion, a content creator, comedian, speaker and well-known advocate for trans-visibility in Québec, to share her story. Our Calgary office once again participated in the Pride Parade, with about 25 firm members marching and enjoying a social gathering together. Our Vancouver office participated in Vancouver Pride 5K walk/10K run in July, with over 35 people participating and one of our associates coming first in the men's division. The office also made a donation to ARC Foundation, which supports education on 2SLGBTQ+ issues in schools.

- **Egale Canada Law Firm Challenge:** In 2025, Osler once again participated in the Egale Canada Law Firm Challenge, a fundraising campaign that OPN members initiated. 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.

For the fundraiser, we organized a beer-tasting event in Toronto, with generous donations from Burdock Brewery for the beer and staff to lead the event. In Calgary, firm members organized a very engaging Mario Kart event, where staff and lawyers played against each other in various rounds, betting on winners. The effort raised over \$93,000 in a month with 12 law firms participating. Osler once again took the lead with almost \$17,000 raised across all of our offices.

Pride Week event at the Montréal office



- **Start Proud’s Industry Night with Osler for women, non-binary and trans professionals:** In September, Osler partnered with Start Proud to host an Industry Night event for women, non-binary and trans professionals in Toronto. The evening provided a vibrant space for professional networking, mentorship and celebration of intersectional identities and achievements.
- **Canadian Queer Chamber of Commerce’s (CQCC) Black & White Gala:** Osler was proud to sponsor and attend the CQCC’s 10th Annual Black & White Gala in November. CQCC’s mission is to enable the 2SLGBTQ+ business community to grow through advocacy, education, capacity building and connections in partnership with allies who share its vision. The gala brings together the 2SLGBTQ+ business community for a night of celebration, entertainment and connection.
- **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 year.

## LEADS

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## PARTNER SPONSOR

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## 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:

- **Asian Heritage Month celebrations:** In May, APAN and OSAN co-hosted Asian Heritage Month by offering various cultural internal and external events for firm members. In our Toronto, Vancouver and Montréal offices, we hosted Snack Days, where firm members enjoyed East and South Asian treats and tea.

In Montréal, we were honoured to welcome Nigar Sultana, Partner, Assurance & Accounting at MNP, for an engaging talk about her work with the Canadian Bangladeshi Business and Professional Association (CBBPA), the empowerment of racialized women and her personal journey as a partner in a national firm. About 50 firm members attended to listen to Nigar's reflections and enjoy delicious South Asian snacks, for a rich and rewarding experience of culture, learning and connection.

- **Diwali celebrations:** Our Vancouver office held an annual celebration of Diwali, with vibrant decorations, spicy pakoras and sweet treats over lunch. 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.

- **Social gatherings and events:** Members of OSAN regularly get together for executive meetings, social functions and informal mentorship. This year, Toronto members of OSAN got together for a group dinner in the summer and enjoyed an axe-throwing event at year end.

- **Spotlight on our people:** Lipi Mishra, associate, Disputes, is a board member of the South Asian Bar Association of Toronto (SABA Toronto) and a member of SABA Toronto's Gender Diversity Committee and Co-Chair of its Advocacy Committee. SABA Toronto is the Greater Toronto Area's premier organization dedicated to promoting the objectives of South Asian members of the legal profession. She is deeply committed to pro bono work and is an active contributor to Pro Bono Ontario's initiatives. In addition to serving on the SABA Toronto board, Lipi is also on the board of directors for the Canadian Civil Liberties Association.

OSAN group social in Toronto



## LEADS

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## PARTNER SPONSOR

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## Osler Women Lawyers' Network

OWLN 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 350 members across all of our offices are part of OWLN.

OWLN's notable activities over this past year included:

- **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 a high tea social, small group dinners, a wine tasting and a social with a guided painting class. Members also engaged in small group mentorship discussions and community donation initiatives, such as the Dress for Success campaign for donations of gently used clothing and the Shoebox Project which provides daily essentials for women. These social events are great ways for OWLN members to gather in community, build relationships, engage in supportive and casual mentorship, and exchange ideas.

- **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. Despite it being one of the rainiest days in Calgary in recent years, the participants had an amazing time. The Osler team raised an impressive \$20,235 — the best fundraising result by any team in the history of the Shoppers Run for Women.

Proceeds from the Calgary run support the Calgary Women's Mental Health Clinic (WMHC) and the Calgary Eating Disorder Program (CEDP), organizations that help women access critical mental health services. The WMHC supports women experiencing mental health difficulties who are considering pregnancy, are pregnant or are within a year of postpartum. Nearly 1 in 5 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 affects women and has alarmingly high mortality rates.

We are proud to support and stand with our client Shoppers Drug Mart in promoting better mental health for women nationwide.

Shoppers Run for Women



- **Women's Legal Education and Action Fund's (LEAF) Evening for Equality:** We were delighted to sponsor and attend LEAF's 40th Evening for Equality Gala. LEAF is a national charitable organization that works towards ensuring the law guarantees substantive equality for all women, girls, trans and non-binary people. With a focus on litigation, law reform and public education, LEAF advances gender equality by challenging laws, policies and practices that discriminate against equality guarantees enshrined in the *Canadian Charter of Rights and Freedoms*. Evening for Equality is LEAF's signature annual fundraising event.
- **Spotlight on our people:** Lisa Mantello, partner, Financial Services, was appointed to the Collateral Infrastructure and Market Practices Advisory Group by the Bank of Canada in January. This group, comprising key capital market participants, provides guidance on the structure of the Canadian repo market. Lisa's expertise will contribute to the development of a robust financial infrastructure.

LEAD

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PARTNER SPONSOR

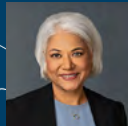
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BUILDING A CULTURE OF INCLUSION AND SUCCESS

# 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



**Krystina Norman**  
(she/her)  
Senior Practice Specialist

## LEADS



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

## PARTNER SPONSOR

Vancouver



## PARTNER SPONSOR



Calgary

## PARTNER SPONSOR

Montréal



BUILDING A CULTURE OF INCLUSION AND SUCCESS

# Gathering and celebrating together

## Summer social for Jewish legal professionals

The past few years have been difficult for the Jewish community around the globe. In 2025, Osler's Jewish legal professionals in Toronto got together on several occasions for socializing, support and informal mentorship. In addition, the group gathered for a special summer social in July, which was well attended and offered the participating students, associates and partners a great opportunity to feel a sense of belonging.

## Osler Lunar New Year Festive Event

In late January, we were delighted to host our third annual Lunar New Year Festive Event to celebrate the Year of the Snake. Hosted by Osler's Asian-Pacific Affinity Network, the evening of cultural celebration and connections featured traditional food, a welcome Makgeolli from Wondermak, a calligraphy station providing this year's fortunes and live music from a DJ.

Alexander Peh, President and Chair of the Board of Ascend Canada, delivered a keynote speech on increasing the influence of Pan-Asian business leaders. Deanna Wong, Executive Director of the Toronto Reel Asian International Film Festival, shared her cultural reflections along with a showcase of *The Glassworker* by Usman Riaz, the recipient of the Osler Best First Feature award at the 2024 Toronto Reel Asian International Film Festival. Richard Wong, Co-Chair, Construction and Infrastructure, and Tiffany Sun, associate, Insolvency and Restructuring, delivered welcome and closing remarks on behalf of Osler.

Osler Lunar New Year Festive Event



## 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 in June at our Toronto office.

The reception, organized and led by Osler's Pride Network, focused on celebrating the creativity, resilience and strength of Canadian 2SLGBTQ+ businesses. Darrell Schuurman, co-founder and CEO of CQCC, Canada's 2SLGBTQI+ Chamber of Commerce, provided opening remarks, and Brandon Roy, Founder of Happy Tears, spoke about how his business nurtures mental and emotional well-being and meaningful connections with its best-selling conversation games.

Osler Pride Client Reception



## Celebrate the Festival of Lights with Osler

In October, we were thrilled to host our first ever Festival of Lights reception with clients and guests in Toronto. This wonderful evening, hosted by the Osler South Asian Network, celebrated South Asian excellence in Canadian business through cultural reflection, live music performances, traditional food and community. We are grateful to Raj Viswanathan, Group Head and Chief Financial Officer of Scotiabank, who joined us for a fireside chat with Ricco Bhasin, partner in the Corporate Group and Co-Chair of the firm's Financial Institution Transactions team.

Osler Festival of Lights Client Reception



## Women's Book Club

Each year, Osler Women Lawyers Network hosts a Women's Book Club event with our women clients in Toronto. This year, we were thrilled to invite Martha Baitz, Ph.D., author of *A Daughter's Place*, for a book talk and Q&A. The novel, set in Golden Age Spain, explores the hidden lives of the women who supported Miguel de Cervantes and his literary career as he wrote *Don Quixote*. The event included an engaging discussion with the author, followed by a cocktail reception at the Bonne Nuit speakeasy at La Plume in The Well.

## 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. Since 2021, our Calgary office has organized the annual award and auction — a meaningful and lively social event with community impact.

**BUILDING A CULTURE OF INCLUSION AND SUCCESS**

# Osler in the legal profession

Our lawyers actively attend and participate in national and international lawyers' conferences to connect with the broader legal profession, contribute thought leadership, grow as professionals and leaders, and give back to the community.

## American Bar Association's Annual Forum on Franchising

In October, Andraya Frith, partner, Franchise and Distribution, spoke on the panel "The power of strategic visibility: owning your voice and value" at the Women's Caucus Breakfast during the American Bar Association's 48th Annual Forum on Franchising in Orlando, Florida.

## Canadian Association of Black Lawyers (CABL) Conference Annual Conference and Gala

Osler is proud to be a sponsor of CABL's Annual 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. In November, 11 of our lawyers attended the conference and gala in person and virtually for two days of social connection, professional development and informal mentorship.

## Women in Securities Finance at the Canadian Securities Lending Association Annual Conference

In May, the Toronto Chapter of the Women in Securities Finance, in partnership with the Global Peer Financing Association, hosted a fireside chat between Jennifer Moss, a nationally recognized author and speaker, and Lisa Mantello, partner, Financial

Services, that focused on Jennifer's recent book, *Why Are We Here?* Lisa asked Jennifer about her insights and new research, and they discussed how organizations can implement strategies to inspire, engage and retain an ever-changing workforce. The fireside chat took place at the Canadian Securities Lending Association's 15th Annual Conference. Osler was a proud sponsor of the event.

2025 BLSA Canada Annual Conference and Gala



## Federation of Asian Canadian Lawyers (FACL) annual conferences and galas

Osler is proud to be a supporter of many of FACL's Chapters across Canada: FACL Ontario, FACL BC and FACL Western. Our lawyers regularly attend and participate in FACL's annual conferences and galas. In March, close to 20 of Osler's lawyers and law students attended the 18th Annual FACL Ontario Conference and Gala. In Vancouver, 10 Osler members attended FACL BC's 14th Annual Gala in November.

## Indigenous Bar Association Conference

Osler was proud to sponsor the 37th 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. Shelby Empey, associate, Disputes, represented Osler at the conference.

2025 FACL Ontario Conference and Gala



## International Society of Construction Law Conference

Construction and Infrastructure Co-Chair Richard Wong spoke at the 11th International Society of Construction Law Conference in Seoul, Korea in October. Richard's session explored how Korean companies are shaping global energy transition projects, the critical influence of cultural context on collaborative contracting models and opportunities for partnership between Korea and Canada in the defence and energy sectors.

## International Tax Review (ITR) Women in Tax Forum USA 2025

In March, over 300 women tax professionals came together at the ITR Women in Tax Forum USA 2025 in New York City. Partners in Osler's Tax Group, including Carrie D'Elia, Amanda Heale, Colena Der and Joanne Vandale, as well as Carly Fidler, partner, Disputes, attended the conference for a day of discussion, presentations from influential speakers and networking opportunities.

## National Asian Pacific American Bar Association (NAPABA) Convention

NAPABA is the U.S.'s largest Asian Pacific American membership organization, representing the interests of 80,000 attorneys, judges, law professors and law students. The NAPABA Convention is an annual gathering of Asian American, Native Hawaiian and Pacific Islander legal professionals who bring meaningful insights, networking opportunities and perspective to the legal community. Ten lawyers represented Osler at the 2025 NAPABA Convention in Denver, Colorado. It was a great opportunity to spark cross-border relationships, connect with clients and learn from one another.

## National Bar Association Annual Convention & Exhibits

Representing the interests of approximately 67,000 lawyers, judges, law professors and law students, the National Bar Association (NBA) is the oldest and largest global network of predominantly Black American legal professionals in the United States. The NBA Annual Convention & Exhibits is the most significant gathering of African-American lawyers, judges and law students in the United States. This year, four of our lawyers represented Osler at the NBA Annual Convention & Exhibit in Chicago, Illinois in July for cross-border connections, networking opportunities and learning.

## National GC Network

Osler was proud to be a Gold Sponsor of National GC Network's 2025 Annual Conference in November. National GC Network is a support network for Indigenous, Black and other racialized lawyers.



Osler delegates at the 2025 NAPABA Convention

## 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. In July, 11 lawyers from across our offices attended the PRISME Conference in Ottawa.

## Start Proud's Out on Bay Street Conference

Osler is a long-time 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 2025 Out on Bay Street Conference was held in September in Toronto, where Osler's lawyers and students met with students during the career fair and enjoyed an opportunity to connect with other 2SLGBTQ+ professionals in the community.



Osler delegates at the 2025 PRISME Conference

## South Asian Bar Association (SABA) annual conferences and galas

Osler is proud to be a supporter of many of SABA's Canadian chapters. Our lawyers regularly attend and participate in SABA's annual conferences and galas across Canada and in the United States. In June, Ricco Bhasin, partner and co-chair, Financial Institutions Transactions, represented Osler at the 2025 South Asian Bar Association of North America (SABA North America) Conference in Denver, Colorado. In

addition, in June, about 20 of Osler's lawyers and clients attended the SABA Toronto Annual Gala. As a board member of SABA Toronto, Lipi Mishra, associate, Disputes, addressed the gala attendees. In November, a group of Osler lawyers attended SABA Calgary's Gala.

Osler delegates and guests at the 2025 SABA Toronto Annual Gala



SUPPORTING OUR FUTURE LAWYERS

# Student life at Osler

As a firm, we are dedicated to increasing diversity in the legal profession. To achieve that goal, 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.

## Student life at Osler

- **Orientation sessions on diversity and inclusion at Osler:** All new students and associates receive extensive orientation and onboarding training, including a session on Osler's 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 one another 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

# Law student outreach initiatives

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

Osler is proud to be a Platinum National Partner of BLSA Canada and to provide the highest level of sustained annual funding to the organization under a multi-year partnership agreement. Osler partners with BLSA Canada on many of its events throughout the year. Highlights of this partnership include

- **Interview with confidence: mock interviews, panel and networking reception for 1L students:** In January, Osler partnered with BLSA Canada to host a panel discussion, mock interview and networking reception in Toronto for students preparing for the 1L recruitment. The event provided a hands-on opportunity for students to learn more about how to stand out as a candidate and to practise their interview skills with lawyers. Attendees appreciated the insights from the lawyer panellists and the valuable feedback from the mock interview sessions.
- **BLSA Canada National Conference:** We were delighted to attend BLSA Canada's annual conference in Calgary in February, along with 16 of our lawyers and law students. It was an amazing opportunity for the Osler team from across Canada to gather, and for us to meet and connect with Black law students who are innovating today and will have an impact tomorrow.
- **BLSA Canada firm hops:** Osler was pleased to participate in firm hops hosted by BLSA Canada at our Toronto and Montréal offices. 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.

- **Julius Alexander Isaac Moot:** The Julius Alexander Isaac Moot focuses on an area of the law in which issues of equity and diversity arise and requires students to incorporate elements of critical race theory into their arguments. Okanga Okanga, associate, Tax, was invited to be a guest judge during the moot, and Melissa Indome, associate, Corporate, presented the top school award at the award ceremony. We are very proud of Quinn Thomas, an articling student at our Calgary office, who was named Champion of the Moot for 2025, along with her co-counsel.



Quinn Thomas at the 2025 Julius Alexander Isaac Moot

- **Toronto 1L Professional Development Day:** In September, Osler was delighted to partner with BLSA Canada in its inaugural Toronto 1L Welcome Week Professional Development Day, which brought together incoming Black law students from across the GTA with leading Toronto law firms. Steve Cline, Osler's Career Development Officer, provided a workshop entitled "The Softer Side of Success" to student attendees. The workshop explored why soft skills matter and explained how critical they are to achieve success at law school and in professional life.

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

At our Toronto office, lawyers from OSAN, APAN, OBPN, MENAN and OIPN jointly hosted a student engagement event to provide interview tips and strategies, mock OCI sessions and a networking reception for BIPOC law students. Students had an opportunity to listen to a panel discussion on topics that are top of mind to students, practise 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.

1L Professional Development Day event with BLSA Canada in Toronto



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

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

## Panel discussion and firm tours for Indigenous law students

In January and June, we held a virtual panel for Indigenous law students across Canada who are preparing for student recruitment. The virtual panel was followed by an online small group networking session among Osler lawyers and the law students. Our Toronto office also held small group firm tours for Indigenous law students. Participants appreciated having the opportunity to learn about the recruitment process and the firm in a culturally sensitive environment.

SUPPORTING OUR FUTURE LAWYERS

# Programs of excellence: our scholarships and awards

- **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 2SLGBTQ+ communities.
- **Osler, Hoskin & Harcourt LLP Award at the 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.
- **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.
- **Osler, Hoskin & Harcourt LLP Diversity Scholarship in Corporate Law at University of Ottawa Faculty of Law** is awarded to a law student who is a member of a racialized or Indigenous community and who is enrolled in or has completed a corporate law course.
- **Diverse Scholars Award at Western University Faculty of Law** is provided to four full-time second-year law students with strong academic achievement and a need for financial support, with preference given to deserving students who self-identify as Black, Indigenous (First Nations, Inuit or Métis) or a member of a racialized group.

SUPPORTING OUR FUTURE LAWYERS

# Diversifying the talent pipeline to law

## Avenue: Black and Indigenous Undergraduate Law Internship Program

Launched in 2021, Avenue is an industry-wide internship program designed to help Black and Indigenous 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. Osler has 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 to Indigenous students. In particular, Osler played a central role in many aspects of the evolution of Avenue, including

- leading the effort to create buy-in among the participating employers to pool funding and hire an external management team, in order to modernize, develop and support the expansion of the internship program
- leading the effort to expand the internship program into Manitoba, with multiple other stakeholders
- successfully advocating for and completing the expansion of the internship program to include Indigenous undergraduate students, starting in summer 2025

In 2025, we were pleased to have four excellent Avenue interns join us for the summer in our Toronto, Calgary and Vancouver offices: Vanessa Lolomari, Tishe Omolade, Dena Petti and Gado Omede. They enjoyed an enriching work and social 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 and departments on a wide range of billable and non-billable projects.

“I had an extremely positive experience working as an Avenue intern this summer at Osler. Although I initially entered this summer with imposter syndrome, I quickly discovered that Osler fosters a warm, inclusive, welcoming and collaborative environment where people truly are at the heart of the firm’s operations.

One of the most rewarding aspects of the internship was the emphasis on professional development and hands-on learning, which I sincerely appreciated. The opportunities I had to work with lawyers in practice areas that I was interested in not only deepened my understanding of the legal profession, but also further solidified that becoming a lawyer was a pathway I want to pursue. By providing increased visibility, and access to such opportunities at an earlier stage, the Avenue internship addresses the diversity representation gap in the legal profession from the ground up.”

– Vanessa Lolomari



“My summer at Osler was incredibly rewarding and solidified my interest in practising law. Osler’s welcoming culture was immediately apparent, and everyone was genuinely invested in my growth. This supportive environment enabled me to ask questions openly and take on complex tasks, which ultimately confirmed my passion. I had the invaluable opportunity to build a strong network, and the advice and encouragement I received have made me feel supported as I navigate the next steps of my legal journey.

Programs like Avenue are important because they offer early exposure to practical experience. By encouraging diverse perspectives and fostering inclusion, the Avenue program plays a major role in increasing representation within the legal field. My time at Osler has given me the confidence to explore new experiences, helped me develop new skills and provided me with clarity as I move forward in my career.”

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**- Tishe Omolade**



“I learned about the Avenue program after I had already applied to law school and I’m so grateful for the opportunity to participate. This internship gave me the chance to connect with so many people in the legal profession who gave me such helpful advice and encouragement. The Avenue program gave me a boost of confidence before starting law school, and I know that this is a profession I want to pursue.

“Programs like Avenue are so important because Indigenous people continue to face systemic barriers regarding access to education and professions like law. We are underrepresented in these spaces — not due to lack of talent or motivation, but because of structural inequalities. Initiatives like Avenue help to break down these barriers and affirm that we not only deserve to be here, but that our voices and experiences are needed and valued in the profession.”

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**- Denaë Petti**





“From the start of the internship, I felt welcomed and supported by both the summer students and the Osler team. What stood out most to me was the amazing culture at Osler; everyone was approachable, generous with their time and eager to offer advice. One of the most valuable parts of the Avenue internship was the relationships I built with summer students, associates and senior lawyers.

“Programs like Avenue are essential for increasing diversity and inclusion in the legal field. By providing early exposure and access to mentorship, they help break down barriers that many students face. Working at Osler helped me build confidence in my research and communication skills and gave me a clearer sense of what areas of law I might want to pursue.

“I’m incredibly grateful to have been part of this program, and I am leaving the internship feeling inspired and more prepared for the journey ahead.”

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– Gado Omede



## 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.

## 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 **13,000** hours of pro bono work for about **144** clients in 2025. We strive 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 2025 are

- **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. Since Osler first became involved with this initiative, approximately 50 lawyers have participated in the program, assessing at least 100 matters and executing 40 retainer letters. 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 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. Articling student Katie Ussher and summer students assisted with the matter..
- **Challenging voting restrictions for citizens living temporarily abroad:** A Disputes group team from Osler's Montréal office acted as counsel to a Québec man in his constitutional challenge to section 282 of the Québec *Election Act*. This particular section of the legislation prevents Québec voters who have temporarily left the province for more than two years from exercising their fundamental democratic right to vote in provincial elections. The Osler team acted on a pro bono basis on behalf of the man who was pursuing studies outside of Québec. Because he had been outside of the province for more than two years, he was denied the right to vote by mail in a provincial by-election. The Osler team successfully argued that the violation of the client's right to vote could not be justified in a free and democratic society and was contrary to the Canadian and Québec Charters of Rights and Freedoms. Ultimately, the court struck down section 282 of the *Election Act*.

- **Volunteering for the Free Legal Advice Hotline with Pro Bono Ontario:** In March 2025, Osler teamed up with Pro Bono Ontario (PBO) and Counselwell to host a half-day of volunteering for the Free Legal Advice Hotline. Counselwell is an independent community of Canadian in-house lawyers at all stages focused on personal and professional growth. The PBO hotline provides callers with summary legal advice and assistance and, where appropriate, provides referrals to pro bono and other lawyers for ongoing services and to other support services.
- **Advising 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 acting as an intervenor on their behalf at the Supreme Court of Canada as well as advising on their complex corporate needs for many years.

Visit our Community Law Annual Report

## COMMITMENT TO OUR COMMUNITIES

# Osler in the community

## 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.

In May, Joanna Cameron, partner, Corporate, and board member of the Cause We Care Foundation, delivered opening remarks on behalf of Osler as the presenting sponsor of the Cause We Care 2025 Mother's Day Luncheon at Aritzia's A-OK Commissary. This annual event supports the Cause We Care Foundation, a key charitable partner of our Vancouver office, with proceeds going to the Single Mothers Support Fund and community grant programs that empower single mothers and their families. The Luncheon raised over \$850,000 to assist single mothers with access to stable housing, childcare, educational resources, job training, counselling and other essential supports.

## CIBC Run for the Cure

In October, the Osler team was honoured to join our friends at CIBC for the CIBC Run for the Cure in support of breast cancer research. The CIBC Run for the Cure is a 5K or 1K walk or run that raises funds for the Canadian Cancer Society's breast cancer research efforts and is the largest single-day, volunteer-led event in Canada in support of breast cancer.

## 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. The 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.

## 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.

## Holland Bloorview Capes for Kids campaign

Each year, Osler supports Holland Bloorview Kids Rehabilitation Hospital's Capes for Kids campaign by raising funds to help kids and youth with disabilities and complex medical needs access care that focuses on their physical, mental and emotional well-being.

## Make-a-Wish Foundation

In November, our Calgary office once again 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.

## Heart and Stroke Foundation of Canada

Every year, Osler participates in the Annual Jump Rope for Heart for Women's Heart & Brain Health at our Toronto office in support of critical heart disease and stroke research for women. Heart disease and stroke are the leading causes of premature death among women in Canada. Women are five times more likely to die from heart disease than breast cancer, and these diseases are affecting women at younger ages, both in Canada and globally. Two-thirds of heart disease and stroke research has focused on men, leaving women under-studied, under-diagnosed, under-treated and under-aware.

## 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. Osler participates in the fundraiser for the Run each year from all of our offices.

## 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.

United Way CN Tower Climb



## About Osler, Hoskin & Harcourt LLP

Osler is a leading law firm with a singular focus — your business. From Toronto, Montréal, Calgary, Vancouver, Ottawa, 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 600 lawyers to provide responsive, proactive and practical legal solutions driven by your business needs. For over 160 years, we’ve built a reputation for solving problems, removing obstacles, and providing the answers you need, when you need them.

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