

mcmillan



Inclusion & Diversity at McMillan

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The McMillan Advantage

Dear Friends of McMillan,

Inclusion and diversity are essential elements of our culture at McMillan. They are woven into our firm fabric, in part through our core values of respect, teamwork and collaboration. At McMillan, we do not limit ourselves – we embrace the unique backgrounds, perspectives, experiences and talents of individuals at all levels of the Firm and in all that we do.

By providing an inclusive workplace, we ensure that the Firm is representative and supportive of the broad communities within which we live and work, and from where we draw our members, and to whom we provide legal services.

The success of our work and the development of our employees relies on collaboration – the kind of collaboration that can only be achieved in an inclusive workplace where people feel respected, valued and safe.

Our Executive Committee is committed to fostering an environment in which all firm members feel included and are given opportunities to realize their full potential, achieve professional excellence, and ultimately contribute to the success of the Firm.

We have seen the benefits of inclusion and diversity through the delivery of more innovative solutions, exceptional client service, and, most importantly, in enhancing our opportunity to recruit the best and most diverse talent to our Firm. To that end, we believe that the Firm's continued success is directly linked to our strong commitment to inclusion and diversity.

A strong culture of inclusion and diversity takes leadership. We are proud of our everyday champions, as well as those who have taken on a more formal role and continue to improve the success of our business and advance our firm values.

We are delighted to share in this brochure some highlights of our inclusion and diversity initiatives within the Firm and the broader community.

Sincerely,



Teresa Dufort
Chief Executive Officer

SUPPORTING EMPLOYEES

"The work of our Inclusion and Diversity Committee is valued across the Firm. It really underscores the best of what it means to work at McMillan."

[Mary Flynn-Guglietti](#),
Co-Chair, Inclusion and
Diversity Committee



Inclusion and Diversity at McMillan

At McMillan, inclusion and diversity are key to providing the very best in legal services to our clients.

McMillan builds teams based on talent, skill and experience, and that means bringing together people of diverse backgrounds in an inclusive environment and supporting them, so they produce the highest quality work.

From recruitment, onboarding and training to in-house events and community partnerships, McMillan is committed to the values of inclusion and diversity.

Inclusion and Diversity Committee

McMillan's Inclusion and Diversity Committee guides the Firm's vision and ideals regarding the engagement of our people and the development and advancement of our inclusion and diversity goals and objectives. The Committee is made up of representatives from all offices. The Committee's responsibilities include developing and coordinating inclusion and diversity initiatives, and recommending policies and practices to the Firm's Executive Committee to drive cultural awareness and change.



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Communication and Sharing Knowledge

Starting the Conversation



Inclusion and Diversity Newsletter

McMillan produces an Inclusion and Diversity Newsletter on a quarterly basis. The content of the newsletter highlights our initiatives, programs and policies, and upcoming events. It also communicates both new and existing firm resources. The newsletter is an important source of information and assists in recognizing and celebrating inclusion and diversity across the Firm.



Diversity Census and Inclusion Survey

On a bi-annual basis, McMillan conducts a Diversity Census and Inclusion Survey to gain insight into the demographics of firm members and gather feedback about inclusivity-related topics. The information captured in this survey influences our efforts to establish and maintain an inclusive workplace and enables the Firm to monitor our progress.



Inclusion Training

McMillan is committed to providing training and development opportunities for all firm members. From onboarding programs to regularly scheduled training courses on important topics regarding inclusion and diversity, McMillan ensures its firm members have the tools and resources to not only succeed in their roles, but work together to foster an inclusive environment. Our training programs include topics such as recognizing and minimizing unconscious bias, cultural competence, LGBTQ awareness and gender inclusion.



“ I’m proud to co-chair this committee. McMillan walks the talk of inclusion and diversity, and the make-up – and efforts – of our committee ” reflect this.

John Clifford,
Co-Chair, Inclusion and Diversity Committee

Women's Initiative

McMillan's Women's Initiative is committed to promoting the success and the advancement of women at the Firm. Led by a National Steering Committee comprised of both women and men, the Women's Initiative offers business development, networking and leadership opportunities to women lawyers, and supports the development of progressive firm policies.

The Women's Initiative provides funding to women lawyers in support of individual or group business development projects to encourage leadership and an entrepreneurial mindset, and also offers internal and external training to encourage women to be leaders and innovators. The Women's Initiative also sponsors select events and organizations, such as Young Women in the Law events, Toronto Leaf Persons Day Breakfast and Camp for Girls Society of Canada.

In addition to informal women's lunches and dinners organized throughout the year in every office, in 2017, the Women's Initiative launched a Group Mentoring Project in Toronto. This networking opportunity brings together associates and partners from different practice areas, enabling them to expand their internal network and to learn from each other.

The Women's Initiative continues to support talent management initiatives and policies aimed at facilitating the transition of women lawyers on maternity leave through a planned reintegration to the Firm. In 2016, McMillan added to its Maternity Leave programs by introducing the Reintegration Partner role. This role is a designated resource who works in collaboration with the returning lawyer to develop a reintegration action plan to ensure a successful transition back to the Firm.



McMillan lawyers
Leila Rafi and Christie
Bates speaking about
workplace equality at a
diversity conference



Affinity Groups

Affinity Groups provide an opportunity and forum for firm members to gather and share ideas, represent their interests and raise awareness within the Firm.

The Inclusion and Diversity Committee encourages firm members to join or form Affinity Groups that are of personal interest to them. Affinity groups are voluntary, employee-led groups that serve as a resource for firm members with the goal of promoting a diverse and inclusive workplace. Affinity Groups bring together those within an organization who wish to have an outlet within the workplace to share commonalities that may be grounded in culture, gender, sexual orientation or other facets of their individuality. These groups often focus their efforts on providing mutual professional support, exercising leadership skills, raising awareness, supporting organizational goals (such as firm values, marketing and recruitment) and representing each group's interests within the workplace.

Affinity Group members also have the opportunity to share ideas with Human Resources and Management to explore possibilities for how a group's interests can be represented within the Firm. In addition to the long-running Women's Initiative for women lawyers, the Firm currently has the following Affinity Groups:

- LGBTQ Lawyer Affinity Group or Fierté McMillan Pride
- Black Lawyers Affinity Group
- Asian Canadian Lawyers Affinity Group
- Family Matters Group



“ Knowing that McMillan
cares about diversity
and backs that up
with action, matters.
I want to work with
a firm that shares our
company’s values. ”

Bindu Cudjoe

*VP, Deputy General Counsel &
Chief Knowledge Officer,
Legal, Corporate and Compliance Group
Bank of Montreal*

Celebrating Inclusion and Diversity at McMillan

We offer employees many opportunities to participate in a variety of McMillan's inclusion and diversity initiatives and events.

Inclusion and Diversity Award

In 2017, McMillan launched an Inclusion and Diversity Award which recognizes, on an annual basis, the contributions and efforts of a firm member who demonstrates a commitment to advancing diversity and inclusion at McMillan. The recipient of this award is an individual who has demonstrated to the Firm, through their actions that they are a champion and role model of these important values.

Multicultural Calendar

McMillan provides all firm members with a Multicultural/Diversity calendar which includes multi-faith, multicultural and diversity-related holidays and observances. Our calendar assists us in celebrating inclusion and diversity in our workplace and enables the Firm to give special consideration when scheduling events and planning menus when certain firm members may be observing a holiday that requires fasting, dietary restrictions or time away from the office.

Pride

McMillan is dedicated to supporting lesbian, gay, bisexual, transgender, queer and ally (LGBTQA) groups. To increase awareness and reduce stigma, McMillan has its own Fierté McMillan Pride, an Affinity Group which plans Pride-focused events for both firm members and clients. Events range from social hours to guest speaker series. We have welcomed representatives from Rainbow Railroad, which assists LGBTQ people who have faced physical violence or an imminent threat of violence, imprisonment or death to seek refuge in Canada, and PFLAG, an organization focused on offering support to the parents and friends of LGBTQ people on issues of sexual orientation, gender identity and gender expression.

In addition, as an advocate of LGBTQ groups, the Firm celebrates Pride Month through a range of activities. Celebrations take place in cities across the country throughout the summer months. McMillan is also a proud community sponsor and partner to organizations and initiatives such as Start Proud and Pride@Work.





Inclusion and Diversity Day

Each year the Firm celebrates inclusion and diversity with a day dedicated to focusing on the strength that diversity brings to our workplace. This day is celebrated with a variety of activities, showcasing arts, culture and cuisine in all McMillan offices. The event is fueled by a host of firm volunteers dedicated to sharing their cultural stories with colleagues.

Inclusion and Diversity Policies and Programs

Reflection Rooms

There are Reflection Rooms in every McMillan office across the country. Our reflection rooms offer private and dedicated spaces to all firm members and visiting clients for quiet reflection, meditation, individual worship or prayer. These rooms were created in 2013 as part of our ongoing commitment to fostering a culture of inclusion and diversity.

Accessibility

We have established a variety of policies, practices and procedures to support our commitment to accessible, diverse and inclusive employment practices, including a consultative and supportive accommodation process. McMillan recognizes the importance of providing timely and accessible services to all clients and firm members, and is committed to ensuring that everyone receives the same quality of service and support. This includes formal feedback mechanisms, training employees on accessibility requirements, establishing information by office which outlines accessible methods (transit, floor plans, etc.), and ensuring prospective candidates are provided with alternate application methods or accommodation during the recruitment process.

Transgender Workplace Policy

McMillan's Gender Transition Guidelines have been designed to create a safe and productive workplace environment for everyone by supporting all trans, gender non-conforming, and transitioning firm members.

The intent of this initiative is to increase awareness of transgender individuals and their inclusion in the workplace, and prevent discrimination and harassment on the basis of gender identity or expression. The Guidelines provide guidance and best practices for trans or transitioning employees, managers, team leaders and Human Resources. The Guidelines also include direction on the transitioning process, including name and pronoun changes, washrooms, dress codes, benefits and other relevant topics. We have gender neutral washrooms in most offices.

Diverse Recruitment Practices

McMillan has adopted proactive recruitment strategies that are non-discriminatory, both directly and systemically, and that encourage the hiring of diverse people and talents. We strive to ensure that our recruitment programs and initiatives appeal to a wide variety of candidates, and our partnerships with colleges and universities, participation in internship and co-op programs, and relationships with professional and community organizations enable us to meet candidates with diverse backgrounds and profiles.

Mental Health and Wellness

McMillan recognizes the importance of mental health and wellness, in particular in the legal profession. Our Mental Health Programs encourage firm members to learn, talk, reflect and engage with others on all issues relating to mental wellness.

Training

Formal Training - We train managers and directors on managing mental illness in the workplace. Continued training emphasizes the importance of accommodations, return to work programs and crisis management.

Lunch and Learn Series – In partnership with a number of different mental health associations, we offer lunch and learns to educate and discuss mental wellness.

In-House Events, Programs, Policies

Fresh Start Program – This program is for our associate lawyers. The Fresh Start Program helps associate lawyers adopt better lifestyle habits to minimize the risk of cardiovascular disease and promote mental wellness. Medisys, an executive health provider, supports this program. They help organize a workplace visit with a health professional for biometrics and blood testing, a mental health assessment and a feedback session with each participant to review results and provide personalized recommendations.

Mental Health Week - This week-long education campaign hosts learning initiatives for all employees. This includes panel discussions and events on various mental health and awareness topics.

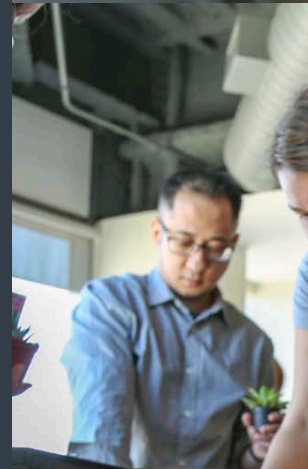
Depression Care Program - In partnership with our Employee Assistance Program (EAP), we provide support to employees with moderate to severe symptoms of depression.

Mental Health Intranet Resources - Information is available to employees through our Intranet which includes self-assessment tools, and workplace resiliency and stress management resources for supporting colleagues, friends, family members and children.

Internet-based Cognitive Behaviour Therapy (iCBT) Program – In partnership with Morneau Shepell, McMillan launched an iCBT digital platform through our Employee Assistance Program. This program provides support to all firm members with respect to the development of personal coping strategies and skills.

Community Partnerships

“Not Myself Today” Campaign - In addition to our own internal initiatives, McMillan is active in the annual Not Myself Today campaign. As part of McMillan’s broader Mental Health Program, we are committed to building greater awareness, reducing stigma and fostering a safe and supportive culture.





Community Initiatives

Community partnerships provide opportunities for McMillan employees to exemplify inclusion and diversity outside of the office. We encourage clients to join us. Our community sponsorships and involvement includes:

Law Firm Diversity and Inclusion

Network: McMillan is a founding member of the Law Firm Diversity and Inclusion Network (LFDIN) and was actively involved in the development of the LFDIN's Statement of Principles. Law firms in the Network aim to share ideas and work together to promote diversity and encourage a culture of inclusion in their firms and the legal professional generally, to attract and retain the best talent, and best serve their clients.

Canadian Association of Black Lawyers

(CABL): CABL is a national association of lawyers, judges, academics and other legal professionals dedicated to identifying and addressing the professional needs, objectives and goals of black legal professionals and black law students. McMillan has member lawyers who have served as mentors to law students through CABL's mentorship programs. McMillan is also a sponsor of various CABL initiatives, including the speed mentoring program, and the annual conference and gala.

South Asian Bar Association of North America and its Local Chapters (SABA North America):

SABA North America is an organization comprised of lawyers, judges, academics and law students, which is dedicated to promoting and supporting South Asian members of the legal profession. Several McMillan lawyers are members of SABA North America and local SABA chapters and have participated in a number of activities and events to foster advancement within the South Asian community including mentoring and networking. McMillan has hosted and sponsored SABA Toronto and SABA British Columbia events.

Federation of Asian Canadian Lawyers

(FACL): FACL was founded in Toronto as an organization of Asian Canadian legal professionals and has grown to a national organization with provincial chapters, partnering with other lawyers and like-minded associations on various initiatives. FACL's mandate is supported by the three pillars of promoting equity, justice and opportunity for Asian Canadians in both the legal profession and the wider community. FACL is an affiliate of the National Asian Pacific American Bar Association (NAPABA), an organization of over 40,000 lawyers. McMillan has proudly sponsored FACL events and also participates on the Board.

Start Proud: McMillan is a proud supporter of Start Proud (formerly Out on Bay Street), an organization dedicated to supporting lesbian, gay, bisexual, transgender, queer and ally (LGBTQA) undergraduate and graduate students, and raising awareness within the business and legal community.

LAWS Project: LAWS is a partnership between the University of Toronto Faculty of Law and the Toronto District School Board to provide education about the law and support to high school students from inner city schools. McMillan is an active supporter and participant in LAWS, and annually hosts a high school summer co-op student to provide students exposure to a law firm's operations. Additionally, we host groups of high school students and youths from community organizations for firm visits to educate them on legal careers paths.

Sexual Orientation and Gender Identity

Community (SOGIC): SOGIC is a sub-branch of the Canadian Bar Association aimed at addressing LGBTQ+ issues in the legal industry. One of our Vancouver lawyers is the Co-Chair of SOGIC.



McMillan has been a supporter of the **Level Justice** program since its inception in 2012 – helping to inspire and mentor aboriginal youth and help them to reach their potential, student-by-student.

Level Justice's Youth Indigenous Outreach Program: McMillan is a proud sponsor of and participant in the Youth Indigenous Outreach Program, which supports and inspires aboriginal youth to achieve their full potential. McMillan has partnered with Level Justice to provide meaningful opportunities for aboriginal students to interact with lawyers who may serve as role models and mentors and help participating students establish skills that will enable them to succeed and prosper. Each

year, McMillan hosts students for a fun information and learning program, including activities such as a smudging ceremony led by an Elder and a one-day mock trial in which several of our lawyers act as coaches to the students.

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