

mcmillan

| **Equity, Diversity and Inclusion**





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The McMillan Advantage

Dear Friends of McMillan,

A law firm that puts equity, diversity and inclusion at the heart of its efforts is better at serving its clients, a better place for its people and better for the broader community. At McMillan, we believe deeply that these values are not only a moral imperative, but are central to how we will continue to grow and prosper as a firm.

While we, like the legal community, have a long way to go, we are proud of the steps we are taking to live these values. It starts with the firm's leadership team, which is the most diverse of any major Canadian law firm. How did we do that? By finding the best talent and ensuring they have the opportunity to succeed and that work allocation, promotion and client opportunities are bias-free.

We see these values at work for our clients too. Research shows diversity makes for better advice and decisions and, indeed, that has been our experience. Building on our One Office philosophy, inclusion and diversity help us deliver innovative solutions, exceptional client service and contributes to our communities across the country.

Our commitment to equity, diversity and inclusion is also central to our strategic plan, where we aim to make McMillan a great place to work for everyone. This includes eliminating systemic and institutional barriers to success and ensuring a work environment where all firm members are treated with dignity and respect.

Our goal is to build a diverse and inclusive team of the best legal talent in Canada, reflecting the communities we live in, focused on the needs of our clients. McMillan is well on its way. I am committed to continuing our efforts to reach this goal through my time as CEO.

Tim Murphy

Chief Executive Officer and Managing Partner



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.



Equity, Diversity and Inclusion Council (EDIC)

McMillan's Equity, Diversity and Inclusion Council (EDIC) 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 EDIC'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



Equity, Diversity and Inclusion Newsletter

McMillan produces an Equity, Diversity and Inclusion 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 be a member of this council. McMillan walks the talk of inclusion and diversity, and the make-up and efforts of our council reflect this.

John Clifford

Senior Lawyer Practitioner
EDIC





Gender Parity Initiative

The Initiative, formerly McMillan Women's Initiative, is devoted to promoting the success and advancement of women at the firm. It develops and implements progressive policies, and oversees the firm's investment aligned to this program. The focus is to create a culture of conscious inclusion and involves in-house mentoring, internal and external professional development opportunities to provide a platform for female lawyers and business professionals to excel at the firm.

In the spring of 2021, McMillan's Gender Parity Initiative engaged with Jennifer Espey, PhD to conduct research to assist with the firm's goal of achieving gender equity within the lawyer ranks of our firm. The report, which was shared with the lawyers, included many recommendations four of which have been identified as priority items for 2022. One of those recommendations was the development of a robust, Gender Neutral Parental Leave Policy formally launched in March 2022. The report is an important step in our commitment to equity, diversity and inclusion and to ensuring that McMillan is a great place to work.



2023 Client Pride Event





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 Equity, Diversity and Inclusion Council 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.

The Firm currently has the following Affinity Groups:

- LGBTQ Lawyer Affinity Group / Fierté McMillan Pride
- Black Lawyers Affinity Group
- Asian Canadian Lawyers Affinity Group
- Family Matters Group
- Black Staff Affinity Group
- "First Generation" Affinity Group
- Gender Parity Initiative
- Jewish Affinity Group
- Muslim Affinity 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

Chief Legal Officer and Corporate Secretary,
Laurentian Bank of Canada and Founder of
Women’s General Counsel of Canada

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.



Equity, Diversity and Inclusion Award

In 2017, McMillan launched an Equity, Diversity and Inclusion 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 (LGBTQIA2S+) 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.



Diversity Week Activities

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 & 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.

Pronouns Guidelines

McMillan recognizes that name and gender identity are central to many individuals' sense of self and well-being. We understand how important it is to establish systems and policies to acknowledge and support individuals' self-identification. McMillan supports self-identification by honouring the name and pronouns with which each of us identify. As part of our continuous efforts to create and sustain a diverse and inclusive work environment, we launched our Pronoun Guidelines in April 2021. Firm members are now able to add pronouns to email signatures, website, and Webex profiles. We have also established best practices for displaying pronouns and created internal guidelines on the use of pronouns.

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.



Fresh Start Program

“Not Myself Today” Campaign

Mental Health Month

Cognitive Behaviour Therapy Program



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

First Aid training: 95% of our operations leadership team has completed Mental Health First Aid training.



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 Month: This month-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 Family Assistance Program (EFAP), 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.



Leadership Essentials Workshop



Therapy Dogs Session



Happiness Photo Contest



Sporting Life 10K McMillan Team

Community Initiatives

Aboriginal Futures

The Calgary office has partnered with the Aboriginal Futures Career & Training Centre, a not-for-profit organization in Calgary to speak at their Indigenous Workplace Wellness Circle program. Participants learned about different opportunities at McMillan, interview and resumes tips and had an opportunity to share their own experiences in the job market.

Law Firm Diversity and Inclusion Network (LFDIN)

McMillan is a founding member of LFDIN and was actively involved in the development of their 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, the legal profession, and to attract and retain the best talent for their clients.

Avenue Program

In collaboration with Legal Leaders for Diversity and Inclusion (LLD) and the Law Firm Diversity and Inclusion Network (LFDIN), McMillan is taking part in a new paid internship program focusing on Black undergraduate students who may be interested in a legal career. Avenue is designed to provide students with real-world legal industry experience and an opportunity for mentorship and to build their skillsets, resumes and professional networks, through a paid 12-week placement and a \$300 bursary in support of LSAT prep course or law school application fees. The firm is a member of the steering committee and recruitment subgroups, and hosting an intern in our Toronto office in May 2022.

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. In 2019, McMillan contributed to the success of "Blood, Sweat and Heels", a law school community fundraising event championed by Start Proud in Ottawa.

Osgoode Women's Network (OWN)

McMillan sponsors "Own Your Career" an annual event organized by the OWN to promote and foster the advancement of female law students.

McMillans equity, diversity and inclusion strategy includes the provision of support for initiatives and active engagement within our communities

Visit mcmillan.ca/our-firm/community-involvement to learn more about our involvement





mcmillan

Avenue

BLACK UNDERGRADUATE
LAW INTERSHIP PROGRAM



[OBA.ORG/AVENUE](https://oba.org/avenue)

LAWS Project

LAWS is a partnership between the University of Toronto's Faculty of Law and the Toronto District School Board to support and educate high school students from inner city schools about the law. McMillan has been an active supporter and participant in LAWS for many years. Each year we invite a high school summer co-op student to McMillan to expose them to law firm's operations. We also host a group of high school students for a firm visit to educate them on legal career paths. In 2019, our Black Lawyers Affinity Group collaborated with the LAWS program to have students from the black community at our Toronto office. The visit consisted of a panel discussion with McMillan lawyers on the practice of law, a lunch and a tour of our offices.





McMillan LLP @McMillanLLP
 #mcmillanpride Summer 2022 BBQ
 celebrating #inclusion and #diversity!



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McMillan is a leading Canadian business law firm dedicated to providing solutions-oriented legal advice through our offices in Vancouver, Calgary, Toronto, Ottawa, Montréal and Hong Kong.

Our clients are located worldwide and include Fortune 100 multi-national corporations, financial institutions, private equity firms, institutional investors, along with large and middle market businesses in nearly every business sector. Our firm values – respect, teamwork, commitment, client service and professional excellence – are at the heart of McMillan’s commitment to serve our clients, our local communities and the legal profession.

For more information, please visit our website at www.mcmillan.ca.



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