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Banks and brokerage firms trust
Shannon Rogers with their data

Menswear Merchant

Larry Rosen (on the cover)
His legal background helped style
an iconic fashion brand

Learning To Be A Great Mentor

It's intensely satisfying, essential to
professional development,
and a tiny bit scary

McCarthy Tétrault

Connect

Alumni Newsletter – Issue 1 – October 2014

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Striving to win
again next year!

Marc-André Blanchard
Chair
Chief Executive Officer
Montréal



Welcome to McCarthy Tétrault Connect

Welcome to the inaugural issue of McCarthy Tétrault Connect, our alumni newsletter. Some of you have retired. Some of you have left the law to focus on other careers. And some of you now practise law elsewhere. Wherever life has taken you, your time with McCarthy Tétrault has helped to shape the firm as we know it, and we thank you for all that you have contributed.

In this newsletter, you will find updates about friends and colleagues, details about future alumni events, and info about various activities in which the firm has been involved. Our hope is that this newsletter will contribute to the continued growth of our strong alumni network. And it's only the beginning. Our alumni committee is hard at work planning events that will better enable us to keep in touch with all of you.

It has been an exciting year at McCarthy Tétrault, as we continue to work together to make things happen for our clients through unmatched industry expertise, teamwork, efficiency and innovation. For instance, Desjardins trusted us to assist them in becoming the second largest property & casualty insurer in Canada with its acquisition of the Canadian assets of State Farm, an historic transaction. We also delivered significant results in important patent disputes for Merck, AbbVie and Allergan, as well as a big win for Apple on a certification motion of a privacy class action. We are thrilled so many of our alumni are thriving with our clients! I am also proud to share with you that our firm was recently named one of Canada's 2014 Best Diversity Employers.

Let's get back to you. I hope you enjoy this newsletter. Please keep in touch and let us know how and what you're doing!

Marc-André Blanchard

FOCUS ON WOMEN



For further details, visit our Alumni Portal at <http://www.mccarthy.ca/alumni.aspx>

McCarthy Tétrault

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Pride And The Law

McCarthy Tétrault celebrated World Pride Festival in Toronto with a Big Gay Party.



Running For Charity

McCarthy Tétrault raised more than \$50,000 in a challenging Father's Day relay from Montréal to Toronto.



When It All Comes Together

Jonathan Duckles fondly recalls post-deal-closing gatherings to recap the fun and the drama in getting the deal done.



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A selection of workplace moves and announcements from colleagues and alumni.

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Sharing your work experience with a mentee is intensely rewarding. Here are some tips.

Green Machines

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A partnership with Green4Good assists charities, the environment and employees.

Alumni Events - Save The Date:

- February 24, 2015 in Toronto
- Spring 2016 in Vancouver

BIG GAY PARTY

In June, the City of Toronto hosted the international World Pride Festival, and McCarthy Tétrault was there, hosting its very first Big Gay Party. More than 300 clients, alumni and McCarthy Tétrault lawyers gathered on the elegant rooftop of the TIFF Bell Lightbox in downtown Toronto, contributing to the party's phenomenal success.

Firm members also celebrated Pride at a drinks and drop-in held at the Toronto office, featuring record staff attendance.

Our firm's Pride at Work program is believed to be the first LGBT network at a national law firm in Canada.



Paulina Tam (Calgary 2007-2010; Toronto 2010-2013)

A daring tech startup

She parlayed her legal training into a niche market

Fifteen years ago **Shannon Rogers** left a coveted job as an associate at McCarthy Tétrault to venture into the uncertain world of startups. With her three business partners, she recruited friends and family members to help out what was a tough business in the early days. The first two years didn't draw a penny into her pocket, but it would now be an enormous understatement to say that things have come together.

Shannon's company, Global Relay, is a leader in compliance messaging solutions, including secure archiving and messaging. It has customers in more than 90 countries, employs 360 employees in four countries, and brings in more than \$40 million of annual revenue.

The memory of humble beginnings, however, is not lost on Shannon. "We were so poor," she recalls, reminding us that "most startups are just chaos." But equipped with her McCarthy Tétrault background and exceptional soft skills, Shannon was able to focus on the importance of serving the customer, and doing so in a professional manner. By paying attention to details, she presented Global Relay as a serious business from the beginning.

Global Relay had all the necessary trappings – letterhead, a receptionist, proper office space and a waiting room for clients. Unlike many startup hopefuls, her experience at McCarthy Tétrault meant that she knew how to conduct herself when pitching to potential clients in massive, wood-paneled boardrooms. Moreover, she had the necessary skills to serve as both General Counsel and President of the fledgling business.

"The outside world was impressed that we had a full-time lawyer from day one." She laughs: "When we broke into the U.S. market, they probably (mistakenly) assumed I was being paid a fortune."

Competitors in the field of cloud data storage now include Google, Amazon, and Microsoft. But Global Relay has always been a leader in this area, and now stores a petabyte of data – in English, that means 100 thousand terabytes.

Shannon has built expertise in privacy law, data handling, and e-discovery. Clients of Global Relay include banks,

brokerage firms, and, before it became trendy, law firms. "Even though I run a technology company, it's all legal work," says Shannon.

Global Relay is a big change from Shannon's very first job waitressing at a Vancouver fish and chips shop. Prior to joining McCarthy Tétrault as a lawyer, Shannon had also snagged a position as night receptionist in the Vancouver office, ordering food for late-toiling articling students. She spent the summer of 1997 in the Toronto office, returning as an associate once she was armed with a joint common/civil law degree from McGill University. Shannon spent many late nights working at the firm, mainly for **René Sorell**, one of the most senior partners in the Toronto business law group.

"I was super lucky," she says about her experiences at the firm. "But in my heart," she says, "I'm a West Coast gal." Now based in Vancouver, Shannon is still able to indulge her travel bug, regularly visiting company offices in London, New York, Chicago and Singapore.

Along the way, she's picked up a passel of honours, though Global Relay may be most proud of two awards from Deloitte: one for being among the fastest-growing tech companies, and one for being among the best-managed. "The two are rarely paired," says Shannon drily.

The bottom line is she loves it: "We have no outside investors, we're fully owned by our own team and unique in Canada. We're fully in charge of our own destiny."



Shannon Rogers
President and
General Counsel
Global Relay
Vancouver



THE LADIES' STAMPEDE PARTY

A group of the firm's women partners hosted the 12th annual Calgary Ladies' Stampede Party in June, during the Calgary Stampede. The exclusive event welcomed some of our female clients and alumni from Cenovus, Colliers, DowAgro Sciences, Enbridge, National Bank, Shell, Talisman, TransAlta and others. It featured cocktails and a four-course dinner in the Ranahans private dining room, followed by chuckwagon races, a grandstand show and fireworks.

Before the evening ended, guests of this incredibly popular event were already making plans to attend next year! Yee-haw!

A selection of recent Moves and Announcements

Annie Belecki (Calgary 1999-2006) joined our client Lightstream Resources Ltd. as General Counsel in June 2014.

Donald Bisson (Montréal 1996-2014) was appointed to the Québec Superior Court.



Nicola Geary (Toronto 2005-2011) has returned to the McCarthy Tétrault Toronto Business Law group. Before her return, Nicola was M&A Counsel at RIM (now BlackBerry), and Senior Legal Counsel at BMO.

Matthew Hall (Calgary 2007-2010) is now legal counsel at Enbridge Inc.

Jan-Martin Leblanc (Montréal 2014) is now in-house counsel at Enerkem, an alternative energy firm that transforms garbage into energy.



Lesley Midzain (Vancouver 1992-1996) has recently established a boutique firm, Evergreen Law. Her practice is focused on personal legal planning – providing clients with tailored solutions in the areas of wills & estates, incapacity planning (financial and personal care arrangements) and relationship planning (marriage and cohabitation agreements).

Nicole Springer (Calgary 2004-2006) joined Pure Technologies Ltd. as Chief Legal Officer & Corporate Secretary in May 2014.



Martine St-Louis (Montréal 2001-2014) was appointed to the Federal Court in Ottawa.

Tina Thomas (Vancouver 1997-2000) has returned to the McCarthy Tétrault Vancouver Business Law group after 14 years in in-house counsel roles.

ALUMNI SNAPSHOTS



Geneviève Guay was with McCarthy Tétrault from 2006 to 2012, in Montréal. She is now an investment funds analyst at Québec's financial markets regulator, the Autorité des marchés financiers.

Geneviève Guay (right) Investment Funds Analyst Autorité des marchés financiers Montréal

What is your fondest memory of McCarthy Tétrault?

Winning the best Movember picture (Guay is at the right; also in the photograph are McCarthy Tétrault alumni Marianna Ferraro, of the Autorité des marchés financiers, and Simon Tabah, of McKesson Canada, in support of the men's health charity).

What do you enjoy most about your current position?

How much fun I have with my colleagues and how much I learn from them on a daily basis, and gaining a different perspective on the work I used to do at McCarthy Tétrault.

What advice would you give yourself as a junior lawyer?

Work with as many people as you can.

What's the biggest challenge facing the legal profession?

People watching the television show Suits and thinking it's real life!

What's your favourite local restaurant?

Le Filet.

What is the best part about where you live?

Mount Royal.

If you hadn't become a lawyer, you would have been...?

A ventriloquist.



LAWYERS AND ARTISTS TOGETHER

Eric Gosselin of McCarthy Tétrault is one of the mentors involved in the GO-C.A. program, more formally known as the Montréal Arts-Business Portal, which recruits younger professionals to the boards of arts organizations.

Young lawyers offer their time and knowledge to worthy theatre and other arts groups, giving back to their communities, and in turn developing their networks and leadership skills. As alumni, if you would like to participate, please let us know at our web portal at www.mccarthy.ca/alumni.aspx.

A different kind of suit

He left law to become a man of the cloth

Years after articling, **Larry Rosen** would still find orange fluff in his suit cuffs from the vivid carpet that covered the Toronto floors of McCarthy Tétrault. “We used to run around a lot,” he says. “They didn’t believe in giving us a lot of spare time. I was seeing remnants of that carpet for years.”

Larry only spent a short time focused on his legal career. After picking up an undergraduate degree in economics, Larry enrolled in what is now the joint JD/MBA program at the Ivey Business School at Western University. All the while, in the back of his mind, was the idea that he might eventually join his father, Canada’s best known and successful tailor, Harry Rosen, in the family menswear business.

Nonetheless, wanting legal experience, Larry articulated in the early 1980s, and chose McCarthy Tétrault because “it was the prestige firm” and full of notable QC lawyers.

At the time **John J. Robinette** was the litigator that everyone wanted to work for. Eventually made a Companion of the Order of Canada, the late Mr. Robinette was a renowned legendary barrister.

“Finally,” says Larry, “my turn came. I got the call! It was the greatest honour an articling student could have. I presented myself to Mr. Robinette.”

“He wanted me to carry his bag up to the courthouse.” Larry laughs and calls it “a highlight,” but is quick to point out that he remembers the year as “very exciting. I was taught discipline, and how to work hard. It was a quality experience.”

But, when Larry’s father decided to expand Harry Rosen, the pull of the family business was enough to make the younger man make the leap. “We were becoming an iconic Canadian brand, and I told my father I wanted to be a part of this. I left to become a man of the cloth, so to speak.”

Larry is now the chairman and CEO of Harry Rosen, which boasts 16 high-end stores in eight Canadian markets with annual sales of about \$300 million.

As a teen, he worked the sales floor part-time, selling suits and ties. Larry calls this in-depth knowledge of the business an essential skill. “Learning how to sell, to match the needs of your customers to what you have available, to put the customer first, that’s a life skill that works everywhere; everyone would benefit from learning it. It’s entrepreneurship.”

Larry finds the intersection of law and business fascinating, citing the gamut including protecting intellectual property, to real estate leases and to the structure of holding companies in a complex family firm. He describes his legal training as a “great benefit” and notes “I use my lawyers, but I have a clearer understanding of the issues.”

“I’m proud of my year at McCarthys, and proud to be a client at McCarthys.”

Larry Rosen
Chairman and CEO
Harry Rosen Inc.
Toronto



The making of a mentor

You know more than you think you do

We all know that getting feedback can be agonizing. What many people do not know is that having to give feedback is often worse. But successful mentor-mentee relationships are essential to professional development and, fortunately, being a good mentor is easier than you think.

New and potential mentors worry: How do I offer support? How do I give constructive feedback without offending? How can I point junior colleagues in the right direction?

There's no perfect way to give feedback, and, "It can be refreshing, and ultimately very rewarding, when you realize that you have much more to offer than you thought you did," notes **Kathy Conway**, former advisor for talent development at McCarthy Tétrault.

At its core, mentoring involves listening, and answering questions that may seem so basic you've forgotten they were once your own. Mentees aren't expecting miracles, just a sympathetic ear, some fair and gentle criticism, and perhaps a

little bit of praise to smooth out the criticism.

Start by asking a question: "Why did you come to work here?" "Tell me something that's important to you." "Is anything on your mind?" You can build up to discussing future goals and challenges. If your mentee is short on words, offer your own experience: "When I was at your stage, I wanted to know if there were career-limiting moves that I should be aware of. Let me tell you a few of the things I've learned..."

Try to connect monthly, and meet for lunch or a coffee quarterly. Book these meetings in advance. Spend a few minutes at the beginning of each meeting focused on what each of you would want out of the relationship. The most important thing is to take a genuine and active interest in the professional development of your mentee. The rest will follow.

There's a lot in mentoring for mentors as well. In addition to a relaxed outing, there's the satisfaction of having shared some of what you know and helping develop a lawyer. Many of the most effective mentors learned from the best and want to pass along the gift of mentoring. You can learn a lot from hearing about the experiences of others, and the energy of younger people can be inspirational in its own right.

How can you foster a culture of mentoring and feedback in your organization? **Godyne Sibay**, partner in the Real Property, Project Development and Infrastructure Group at McCarthy Tétrault, co-founded "building connections dinners", where groups of five or six colleagues at different stages meet socially, supporting each other's business and career development aspirations. The idea was inspired by the "Noonan Group". The late **Jim Noonan** was a partner at McCarthy Tétrault and an informal mentor to Godyne, **Nancy Carroll**, **Sean Sadler**, **Bill Richardson**, and others from different practice groups and of different years of call, all of whom years later still meet regularly, despite intervening life events and careers that led some away from the firm.

If you are interested in building connections and would like to act as a mentor to some of our lawyers, email our alumni committee at natalumni@mccarthy.ca. **We need you!**



FLASHBACK

They made beautiful music! This picture was taken in the late 1990s during a summer get-together of the Montreal Medical Law Practice Group. Pictured are **Christiane Larouche**, lawyer at the physicians' group the Fédération des médecins omnipraticiens du Québec, **Steeves Bujold**, partner at McCarthy Tétrault, **Julie Chenette**, partner at the law firm Chenette, litigation boutique, **Patricia Gauthier**, chief of staff, Pharma, at GlaxoSmithKline Inc., **Greg Moore**, lawyer at Joli-Coeur Lacasse Avocats and president of the Montreal Bar Association, and **Amélie Proulx**, lawyer at the the Ordre des ingénieurs du Québec (professional engineers' society).

MONTRÉAL TO TORONTO RELAY

Twenty-nine of our firm's lawyers, 8 coaches and 15 volunteers participated in a challenging 650 km relay from Montréal to Toronto over the Father's Day weekend. The run took 75 hours, with racers and team members split into smaller groups that each undertook 80 km stints.

Approximately \$58,000 was raised in support of Montréal's Pour 3 Points organization, to fund a new training program that will help transform sports coaches into life coaches for underprivileged kids.



BEST DIVERSITY EMPLOYER

McCarthy Tétrault is proud to have been named one of Canada's 2014 Best Diversity Employers. It is the second consecutive year that the firm has received this honour. We share this recognition with you, our alumni.

The firm's leadership in diversity and inclusiveness initiatives is very broad and includes the East Asian Affinity Group, created as a forum for matters of common interest to Chinese, Malaysian, Filipino, Japanese, Korean, Vietnamese and other East Asian lawyers and staff. The firm also participates in efforts of the Diversity Roundtable, Ascend Canada and the Federation of Asian Canadian Lawyers, among many other activities that recognize and celebrate diversity in the legal profession.



ALUMNI SNAPSHOTS



Sheizana Murji

Director of Legal Affairs
& Government Relations
University of Central Asia
Kyrgyz Republic

Sheizana Murji was with McCarthy Tétrault from 2006 to 2013, in both Toronto and Calgary. She is now the Director of Legal Affairs and Government Relations at the University of Central Asia (UCA), based in the Kyrgyz Republic.

What do you enjoy most about your current position?

My job involves transactional complexity in a unique environment, particularly as UCA was established by an international treaty. Working in the post-Soviet context of the three founding states (Tajikistan, the Kyrgyz Republic and Kazakhstan)

has led to significant personal and professional growth and fulfillment. For example, I had the opportunity to deal with contracting for construction of the first campus, unique land access issues with multiple stakeholders, and licensing for a mobile digital library - each of which required working through creative solutions with our institutional partners and contractors.

What advice would you give a junior lawyer?

Get experience in different areas of practice. It makes you well rounded and you might find you enjoy the work in an area you never previously considered pursuing!

What do you see as the biggest challenge facing the legal profession?

In a world where legal information is easy to access, one of the challenges is the perceived value of lawyers. In my view, the value is in providing legal analysis and advice tailored to the context at hand. Lawyers who can engage diverse inputs (e.g. the views of experts, engineers, accountants, etc.) successfully and draw innovative conclusions (perhaps

even from models used in different jurisdictions) that are responsive to the specific situation are extremely valuable – much more than any template agreement could be.

What's your favourite local restaurant?

For local Kyrgyz cuisine and culture, Supara. But for great Lebanese food, which I love, Sapphire Restaurant at the Golden Tulip Hotel (conveniently across the street from my apartment).

What is the best part about where you live?

Bishkek is an adventure, from decoding signs in Russian to figuring out street addresses (which I still haven't been able to do), to finding out where I can buy hot sauce (and then how to ask for it – thank goodness for Google translate!). It is also part of a beautiful, dynamic, evolving state, with a rich, diverse history and culture, where I have been able to meet many wonderful, welcoming people.

If you hadn't become a lawyer, you would have been...?

An economist.



NOTHING GOES TO LANDFILLS

McCarthy Tétrault has paired with Compugen Finance Inc. to keep older technology out of landfills and to support charities at the same time.

Compugen and its Green4Good campaign refurbishes older office computers and laptops, testing every unit and scrubbing them clean of confidential data. The equipment is then offered for sale to our staff at McCarthy Tétrault at below market value prices.

Green4Good boasts that it can resell 92 percent of acquired equipment, with the rest being recycled. Nothing goes to landfills. The company has already raised more than \$450,000 for charities.

ALUMNI SNAPSHOTS



Jonathan Duckles
Associate
Cooley LLP
Palo Alto, California

Jonathan Duckles summered with McCarthy Tétrault in 2009, then returned from 2011 to 2013, as an associate in Vancouver. He is now an Associate at Cooley LLP in Palo Alto, California.

What is your fondest memory of McCarthy Tétrault?

I fondly recall the camaraderie of a deal team after the storm; post-closing drinks are a great place to discuss practice points and to recap the amusing moments from a transaction.

What advice would you give yourself as a junior lawyer?

Ask more questions. Just because a senior lawyer makes an assumption that a junior associate knows something does not mean that the junior lawyer “should” know that thing. Asking the

extra question could have saved a great deal of wheel-spinning in my first months on the job.

What’s the biggest challenge facing the legal profession?

Retention of competent junior and mid-level talent will remain an issue as long as associates are tethered to billable hour targets.

What is the best part about where you live?

Having immediate access to two baseball teams, two football teams, a basketball team, a hockey team, two world-class universities and downtown San Francisco. Also, the weather is decent.

If you hadn’t become a lawyer, you would have been...?

A professor of political science.

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McCarthy Tétrault Connect

Connect is a newsletter for the McCarthy Tétrault community – our employees, our clients, our alumni. *McCarthy Tétrault Connect* is available both in print and online at www.mccarthy.ca/alumni.aspx

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What have you been up to since you left McCarthy Tétrault?

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