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# **12<sup>th</sup> Annual National Retail and Consumer Markets Summit**

Thursday, February 24, 2022 (Day Two)

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# 12<sup>th</sup> Annual National Retail and Consumer Markets Summit

Thursday, February 24, 2022

## AGENDA

### Time (ET)

11:15 a.m.	<b>Introduction</b> <i>Lara Nathans, McCarthy Tétrault</i> <i>Chrystelle Chevalier-Gagnon, McCarthy Tétrault</i>
11:20 a.m.	<b>Advancing the Equity, Diversity and Inclusion conversation</b> <i>Charlene Theodore, McCarthy Tétrault</i> <i>Lara Nathans, McCarthy Tétrault</i>
12:00 p.m.	<b>Macroeconomic and political headwinds in Retail and Consumer Markets</b> <i>Jean Charest, McCarthy Tétrault</i>
12:20 p.m.	<b>Vaccine mandates: What's on the horizon?</b> <i>Donovan Plomp, McCarthy Tétrault</i> <i>Emilie Thibault, McCarthy Tétrault</i>
12:40 p.m.	<b>Issues and opportunities in 2022 and beyond – Four hot topics</b> -Competition Bureau's focus on ESG claims - <i>Debbie Salzberger, McCarthy Tétrault</i> -Current developments in payments - <i>Ana Badour, McCarthy Tétrault</i> -Working for Workers Act: Recent changes to Ontario employment law - <i>Justine Lindner, McCarthy Tétrault</i> -Bill 64 takeaways - <i>Karine Joizil, McCarthy Tétrault</i>
1:15 p.m.	<b>Closing remarks</b> <i>Chrystelle Chevalier-Gagnon, McCarthy Tétrault</i>



# Speaker Biographies

*by order of appearance*





## Lara Nathans

**Partner**  
**Industry Strategy Leader**  
**Retail & Consumer Markets**  
**Group Leader**

Toronto

[lnathans@mccarthy.ca](mailto:lnathans@mccarthy.ca)

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### Bar Admission

Ontario 2002

### Law School

Queen's University

### Industries

Retail & Consumer Markets  
Retail  
Food, Beverage & Agribusiness  
Consumer Products  
Hospitality  
Credit Cards, Gift Cards & Loyalty  
Programs  
Private Equity & Investments

### Practices

Mergers & Acquisitions  
Capital Markets  
Public Companies  
Supply Chain

### US and International Markets

US Markets

### MT#Divisions & Client Solutions

COVID-19 Response Checklist

## With extensive market insight and industry expertise, Lara delivers results

As the firm's Industry Strategy Leader, Lara is responsible for leading the firm and its people to truly understand and align with the unique needs of our clients and their industries. She empowers our team to nimbly leverage firm expertise in industries where Canada is leading the charge globally to provide unparalleled industry focused advice to our clients.

Powered by market intelligence, a global network of trusted relationships and industry focus, Lara is relentless in her pursuit of client success at McCarthy Tétrault. As Leader of our National Retail and Consumer Markets Group, she has built a full-service, cross-practice industry group that seamlessly supports clients with both game changing and day-to-day issues.

**Lara is the consummate professional: always responsive, flexible, detail-oriented, understanding of our business needs and able to communicate with business leaders in a clear, concise way.**

— CHAMBERS CANADA

## Establishing and growing your place in the competitive Canadian market

Lara's vision for clients' businesses is based on a thorough understanding of their industries, challenges and opportunities. It is the hallmark of her practice, with the end-goal of helping them achieve success and remain competitive.

As a leading lawyer in retail and consumer markets transactions, Lara is a trusted advisor to consumer-facing companies looking to establish or grow in the Canadian market. She advises global companies entering the Canadian market (whether through M&A, e-commerce, bricks and mortar or a combination) on their market entry strategies and related legal issues.

A highly connected and influential lawyer in the field, Lara brings the benefit of her connections to bear for clients, introducing them to not only what, but who they need to know to achieve their goals. She excels at negotiating mergers and acquisitions as well as corporate reorganizations and commercial matters. Practical in her approach, Lara provides well-informed guidance on entry strategies and legal issues, including securities law requirements, such as continuous disclosure and governance provisions.

**Responsive, very practical, very proactive, and good project management.**

— ACRITAS STARS

# Lara Nathans

Partner  
Industry Strategy Leader  
Retail & Consumer Markets  
Group Leader

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Regarded as a skillful negotiator and steadfast client advocate, Lara has played an integral role in numerous high-profile transactions, including:

- Numerous retail and consumer facing businesses on their COVID-19 response, reopening issues and related matters;
- LL Bean on its entry into Canada and agreement with The Jaytex Group;
- A major department store on all aspects of its entry into Canada;
- Home Depot's US\$265 million acquisition of Compact Power and its acquisition of Askuity;
- Several cross-border retailers on their credit card and loyalty programs
- A global jewellery retailer on its expansion into Canada by acquisition of a national jewellery retailer;
- Fyffes' C\$145 million acquisition of Highline Produce Limited;
- Nestle's US\$5.75 billion acquisition of the core brands of The Bountiful Company;
- Nestlé's US\$7.15 billion strategic alliance with Starbucks;
- Nestlé's US\$2.3 billion acquisition of Atrium Innovations Inc.;
- Unilever's US\$8 billion sale of its spreads business to KKR; and
- Corby Spirit and Wine's acquisitions of Domaines Pinnacle Inc. and Foreign Affair Winery and its agreements with Pernod Ricard S.A..

**She's fantastic. She's spearheading the Retail group and she's the one that really sets the tone for the other lawyers who service us. It's about being innovative, business-minded, efficient and cost-sensitive. She is a really great leader within the firm and the main retail expert in the group. She can draw in expertise from others.**

— CHAMBERS CANADA

## At the forefront of retail trends and a thought leader in the community

With her deep sectoral knowledge, Lara is a sought-after expert in the retail, consumer products and hospitality transactions field, speaking regularly on corporate and securities law matters and on business and legal issues affecting consumer-facing businesses. Her appearances include the Retail Industry Leaders Association's Retail Law Conference, the World Department Store Forum, the Luxury Law Summit, Food and Consumer Products of Canada and our firm's Annual Retail and Consumer Markets Summit.

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Retail & Consumer Markets  
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With a long-time commitment to community service, Lara serves on the United Way of Greater Toronto's Major Giving Cabinet, the Supplier Advisory Committee of The Home Depot of Canada Foundation and the Board of Governors of The Sterling Hall School, and has served on the board of directors of local charitable groups Sheena's Place and the Anne Johnston Health Station. Lara is one of the founding members of the Gamechangers group, bringing together female leaders in retail and consumer businesses.

She received her LLB from Queen's University in 2001.

## Awards & Rankings

### Chambers Canada

Band 1: Retail - Nationwide Canada

### IFLR 1000 Guide to the World's Leading Financial Law Firms

Notable Practitioner: M&A, Consumer Goods & Services, Tourism

### Acritas Stars

"Stand-out lawyer"

## Recent Experience

- **Leon's Furniture Announces Final Results of its Substantial Issuer Bid**  
December 30, 2021
- **Nestlé signs agreement to acquire core brands of The Bountiful Company for US\$5.75B**  
April 30, 2021
- **Composites One Acquires Canadian-Based Polynt Composites Distribution Business**  
December 02, 2019

## Recent Insights

- **COVID-19: Recovery and Re-opening Tracker**  
February 02, 2022
- **COVID-19: Emergency Measures Tracker**  
February 02, 2022
- **COVID-19 Update: Ontario Temporarily Moves to Modified Step Two of its Roadmap to Reopen**  
January 03, 2022
- **Cross-Border: A Retailer's Guide to Doing Business in Canada 2021 Edition**

October 26, 2021

# Lara Nathans

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## Events

- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022
- **11th Annual National Retail and Consumer Markets Summit**  
February 25, 2021
- **COVID-19: Looking Ahead to 2021: A Roadmap for Business Leaders**  
December 14, 2020
- **The Speech from the Throne: The Impact on your Business**  
September 29, 2020





# Chrystelle Chevalier-Gagnon

Partner

Montréal

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## Bar Admission

Québec 2011

Ontario 2010

## Law School

Dalhousie University  
University of Ottawa

## Industries

Retail & Consumer Markets  
Private Equity & Investments

## Practices

Mergers & Acquisitions

**With a strong focus on client success, Chrystelle brings a creative and innovative approach to getting deals done across industries and borders.**

A partner in our Business Law Group and the Retail Sector Lead within our Retail and Consume Markets Group, Chrystelle is also the co-head of the firm's national forestry group initiative. She focuses on domestic and cross-border mergers and acquisitions, private equity, venture capital, and real estate transactions. Chrystelle regularly represents U. S., European and other international clients investing in Canada, as well as Canadian clients investing abroad.

She is a trusted advisor for private and public companies and organizations of multiple sizes across our Retail and Consumer Markets sectors.

Chrystelle is a regular speaker at conferences, where she notably presents on M&A and private equity subject matters. She is an active member in her community, acting as director for various not-for-profit organizations. She also has a deep interest in developing the next generation of lawyers as a mentor and a coach.

Chrystelle holds an LLL and a JD from the University of Ottawa and an LLM from Dalhousie University. Chrystelle is fluent in French, English and Spanish.

Chrystelle's recent experience includes representing :

- Retail Industry in Specialized Clothing: Represented an international foot and leg products company in its acquisition by a Canadian leader in the field of consumer sportswear listed on the Toronto Stock Exchange;
- Retail industry of Optical Products : Represented a leading retail supplier of optical products listed on the Toronto Stock Exchange in its acquisition of optical retail facilities;
- Seafood Industry: Represented one of the world's leading seafood groups and the world's largest supplier of cold water shrimp and Greenland halibut, in its investment in the activities of a Canadian seafood Producer;
- Home Health Care Industry: Represented a major manufacturer and distributor of home care and professional medical products in the sale of its DME brand portfolio of mobility and safety products in the bathroom;
- PF Résolu Canada Inc., a branch of Produits forestiers Résolu Inc., in connection with the sale of their pulp and paper plant no longer in operation, located in Fort Frances, Ontario, to 2670568 Ontario Limited, a subsidiary of Riversedge Developments Inc.;
- Caisse de dépôt et placement du Québec as stakeholder in Cirque du Soleil's sale transaction and emergence from creditor protection;



# Chrystelle Chevalier-Gagnon

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- Caisse de dépôt et placement du Québec in its acquisition of holdings of Cirque du Soleil from founder, Guy Laliberté;
- Rayonier Advanced Materials Inc. in the sale of its pulp mill in Matane, Quebec to Sappi Limited for US\$175 million;
- Rayonier Advanced Materials in its US\$214 million sale of lumber and newsprint facilities and related assets to GreenFirst Forest Products Inc.;
- Parkland Corporation in its agreement to acquire Pétroles Crevier Inc.;
- Beiersdorf AG, a German multinational company that manufactures and retails personal-care products and pressure-sensitive adhesives, in its entering into of a definitive agreement to acquire the prestige beauty brand Chantecaille;
- Atlas For Men, a French outdoor clothing and accessories brand for adventurers, explorers and amateurs alike, in its entry into the Canadian market; and
- Communauto Inc., a leading Canadian carsharing company, in the acquisition of Astus Inc.

## Recent Experience

- **Beiersdorf AG acquires Chantecaille Beaute Inc.**  
December 21, 2021
- **1000 De La Gauchetière is acquired by Groupe Petra and MACH**  
July 12, 2021
- **Parkland Corporation enters into agreement to acquire Pétroles Crevier Inc.**  
July 06, 2021
- **Communauto Inc. acquired all shares in the share capital of astus Inc.**  
May 01, 2021

## Recent Insights

- **On Target: 2022 Private Equity Outlook**  
January 06, 2022
- **Podcast: Law in the Time of COVID-19**  
August 04, 2021
- **The Ties That (May) Bind: ensuring letters of intent do not impose binding obligations on parties**  
December 15, 2020
- **The Nominee-Director Dilemma**  
August 10, 2020

## Events

# Chrystelle Chevalier- Gagnon

Partner

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- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022
- **Private Equity Outlook Webinar**  
February 03, 2022
- **11th Annual National Retail and Consumer Markets Summit**  
February 25, 2021



## Charlene Theodore

Chief Inclusion Officer

Toronto

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t. 416-601-8257

### Bar Admission

Ontario 2007

### Law School

Dalhousie University

## A diversity consultant, change management strategist and engaging speaker, Charlene helps shift perspectives and change the way leaders and employees think about the modern workplace.

Charlene Theodore is Chief Inclusion Officer at McCarthy Tétrault. Committed to concrete action in advancing the Firm's core mission to accelerate diversity, inclusion and corporate social responsibility, Charlene oversees McCarthy Tétrault's award-winning [Inclusion Now](#) program. Charlene sits on the Firm's Inclusion Now Council, an action-oriented governance model that leads the implementation of our EDI programs. Charlene also supports the firm's clients with strategic advice on innovative and impactful solutions to realizing equity in the workplace.

Charlene has a unique understanding of the interconnection between the legal profession and EDI, and how to achieve tangible results. As the first Black president of the Ontario Bar Association (OBA) and 10<sup>th</sup> woman to hold Office, Charlene designed and implemented a series of initiatives for law firms and Corporate Canada to reimagine workplaces # building productive, profitable, healthy, diverse and inclusive work environments.

Charlene's achievements in workplace equity and inclusion are informed by her experience as a former employment and labour lawyer. She has appeared before administrative tribunals and various levels of court, including Canada's Federal Court of Appeal. She has also represented the interests of Canadians of African descent before federal and provincial legislative committees, as well as United Nations human rights treaty bodies. Her employment and labour practice is centred on advising management and boards on all aspects of governance and workplace operations including government relations, labour negotiations, pensions, and benefits.

Charlene is a member and former Director of the Canadian Association of Black Lawyers (CABL), Canada's largest national association of Black lawyers and judges. She is a recipient of a 2017 *Lexpert* Zenith Award honouring her for work in advancing the interests of women in the legal profession and society. In 2020, Charlene was named one of Canada's 25 Most Influential Lawyers by *Canadian Lawyer Magazine*.

Charlene is also a member of the Top 40 Advisory Board, a body that reflects the diversity and leadership excellence in Canadian business, and identifies outstanding young business leaders for Canada's Top 40 Under 40 Award.

## Awards & Rankings

### Canadian Lawyer Magazine

Canada's 25 Most Influential Lawyers

### Lexpert Zenith Award

# Charlene Theodore

Chief Inclusion Officer

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## Events

- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022



## Jean Charest

Partner

Montréal

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### Bar Admission

Québec 1981

### Law School

Université de Sherbrooke

### Practices

Mergers & Acquisitions  
Corporate Governance  
International Trade & Investment

### Industries

Pension Funds Group

## With an unmatched resume and a network of global relationships, Mr. Charest provides strategic advice on clients' most pressing business issues around the world

Jean Charest is a Partner in the Montréal office. He provides invaluable expertise to the firm's clients with his in-depth knowledge and experience with public policy, corporate Canada and international matters. As a strategic advisor with a unique perspective, he supports our clients on complex transactions, projects and international mandates, as they navigate the global business environment.

With a public service career spanning almost 30 years, Jean Charest is one of Canada's best known political figures. Mr. Charest was first elected to the House of Commons in 1984 and, at age 28, became Canada's youngest cabinet minister as Minister of State for Youth.

In 1991, he was named Minister of the Environment and, a year later, he led Canada's delegation at the 1992 Earth Summit on the economy and the environment in Rio. At the summit he was praised for his leadership role among G7 countries on climate change and biodiversity.

In 1993, Mr. Charest was named Minister of Industry and Deputy Prime Minister of Canada.

In 1994, Jean Charest was chosen Leader of the federal Progressive Conservative Party, becoming the party's first French Canadian leader. He held that post until 1998 when he became the Leader of the Québec Liberal Party. Mr. Charest then broke a 50-year provincial record by winning three consecutive election campaigns in 2003, 2007 and 2008.

Under his leadership, Québec experienced a sustained period of economic prosperity with stronger economic growth from 2008 to 2012 than the US, Europe, Canada and Ontario, despite a global financial and economic crisis. His government implemented a major infrastructure investment program.

The Charest government has been a world leader on the environment and climate change, having brought forward the first carbon levy in North America with the implementation of its climate change policy.

His legacy includes a major initiative for the sustainable development of Northern Québec called "Plan Nord". The plan covers a territory above the 49th parallel of 1.2 million sq. km (twice the size of France).

In the area of energy, the Charest government pushed ahead with major hydro-electric and wind power projects that will maintain Québec's position as the 4th biggest producer of clean and renewable hydro-electric power in the world after China, Brazil and the USA.

In International arena, the Charest government has been the most active administration in the history of Québec. Premier Charest led

# Jean Charest

Partner

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numerous economic missions in emerging economies including China, India, Russia and Brazil. He has been a panellist at the World Economic Forum in Davos, discussing issues ranging from environment, climate change and international trade to labour mobility.

Mr. Charest has participated in four summits of French speaking countries that include more than fifty French speaking jurisdictions, and hosted the successful 2008 edition of this grouping in Québec City (Sommet de la Francophonie).

He initiated a ground-breaking and unprecedented labour mobility agreement between France and Québec for over eighty professions and trades.

Jean Charest's most noteworthy international initiative has been to convince Canada and the European Union to negotiate a broad economic partnership, including cooperation agreements, in the wake of the failed Doha round.

As a leader, Mr. Charest has been a strong supporter and promoter of women in politics. In 2006 his government voted legislation that requires gender parity on the boards of the 22 most important state owned corporations, and in 2007, his 18 member cabinet had an equal number of men and women.

Mr. Charest has been a lecturer on political science at Concordia University, and he remains active in public policy and community activities. He obtained his law degree from the University of Sherbrooke in 1980 and was admitted to the Québec bar in 1981.

## AWARDS AND RANKINGS

- Member of the Queen's Privy Council for Canada, June 1986 (Canada)
- Commandeur of the Légion d'honneur, February 2009 (France)
- Bavarian Order of Merit, July 2007 (Germany)
- Grand Croix of the Ordre de la Pléiade, November 2007 (Francophony)
- The Woodrow Wilson Award for Public Service, October 2011 (United-States)
- Medal of the Academy of Distinguished Canadians and Americans of the Maple Leaf Foundation, November 2009 (United-States)
- Statesman Award from the Foreign Policy Association, June 2011 (United-States)
- South Australian International Climate Change Leadership Award, December 2010 (Australia)
- 2019 recipient of the Canadian Association of Former Parliamentarians, Lifetime Achievement Award
- Recognized by *Best Lawyers in Canada* as a leading lawyer in the area of corporate law

# Jean Charest

Partner

Montréal

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## Awards & Rankings

### The Canadian Legal Lexpert Directory

Leading Lawyer: Energy (Oil & Gas); Indigenous Law; and Mining

### Lexpert Special Edition: Mining

Leading Lawyer

### Lexpert Special Edition: Energy

Leading Lawyer

### Best Lawyers in Canada

Leading Lawyer: Corporate Law, Energy Law

## Recent Insights

- **ELXN 44: What is Old is New Again – The ‘New’ Trudeau Government’s Impact on Your Business**  
October 27, 2021
- **Biden-Harris Administration Releases Roadmap for Climate-Resilient Economy: Here’s what you need to know**  
October 19, 2021
- **Podcast: Law in the Time of COVID-19**  
August 04, 2021
- **Key Takeaways from our ‘Spring Outlook: The Business Impact of the Federal Budget and Recent Geopolitical Events’ Panel Discussion**  
May 06, 2021

## Events

- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022
- **McCarthy Tétrault Economic Symposium**  
November 09, 2021
- **#ELXN44: What Is Old is New Again – The “New” Trudeau Government’s Impact on your Business**  
October 05, 2021
- **Canada’s Dynamic Energy Sector**  
May 27, 2021





## Donovan Plomp

### Partner

Vancouver

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### Bar Admission

British Columbia 2002

### Law School

University of British Columbia

### Practices

Labour  
Employment  
Human Rights  
Pensions, Benefits, & Executive  
Compensation

### Industries

Retail & Consumer Markets

## Donovan uses his broad based labour and employment and industry expertise to provide innovative, value-added advice for clients' complex employment and labour law matters.

Donovan is a partner in our Labour & Employment Group and our Retail and Consumer Markets Group in Vancouver. Recognized for his practical, business-minded approach and ability to anticipate client needs, his practice focuses on numerous areas of employment and labour law, including as counsel in employment litigation, labour relations board and grievance arbitration matters, collective bargaining and human rights litigation. Donovan has significant experience working with employers in the Retail and Consumer Markets industry.

Donovan also has extensive experience drafting employment contracts restrictive covenant agreements, and other employment related documents, as well as advising on all manner of workplace legal issues including privacy, disability, and the application and interpretation of collective agreements. Donovan's significant labour and employment law knowledge allows him to tailor his approach to best suit clients' business, risk tolerance, and corporate culture. Clients value his flexibility, responsiveness, and ability to craft workable solutions to complex and challenging business matters.

**Donovan Plomp has very deep expertise. He's very personable and good at bringing in different lawyers with different areas of expertise and levels of experience according to our organisation's needs.**

### — CLIENT, CHAMBERS AND PARTNERS

Donovan has appeared as counsel in matters before all levels of court in British Columbia, as well as before the British Columbia Labour Relations Board, the Canada Industrial Relations Board, the British Columbia Human Rights Tribunal and grievance arbitration panels. Some of his representative experience includes:

- representing employers in employment related litigation, including wrongful dismissal, human rights, privacy, and departing employee matters;
- representing unionized employers in grievance arbitration and labour relations board proceedings, including discharge, discipline, interpretation of collective agreements, unlawful strike and unfair labour practice complaints;
- advising employers regarding union organizing campaigns and certification and decertification applications;
- advising employers on a wide variety of human resources and labour relations issues, including employee disability and accommodation, attendance management, privacy, human rights and employment policies, and terminations; and

# Donovan Plomp

Partner

Vancouver

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- advising on labour and employment issues in corporate mergers, acquisitions and reorganizations.

Donovan is a prolific publisher and regularly presents on labour, employment and human rights legal issues, including legal issues in workplace investigations, the duty to accommodate, defending human rights complaints, best practices in terminating employment, aggravated and punitive damages, and workplace privacy. He is a frequent presenter at industry events, including for the Canadian Bar Association, the Association of Corporate Counsel, the Continuing Legal Education Society of British Columbia, and the Canadian Association of Counsel to Employers.

Donovan obtained a BA (Hons) from the University of Ottawa in 1997, and his LLB from the University of British Columbia in 2000. Following law school, he served as a judicial law clerk with the Supreme Court of British Columbia. He was called to the British Columbia bar in 2002.

## Awards & Rankings

### Chambers Canada

Leading Lawyer: Employment & Labour - British Columbia

### The Legal 500 Canada

Recommended: Labour and Employment

### The Canadian Legal Lexpert Directory

Leading Lawyer: Employment Law - Employer

### The Best Lawyers in Canada

A leading lawyer in the area of labour and employment law, and has appeared in this directory consecutively since 2015.

### Acritas Stars

"Stand-out lawyer"

### Who's Who Legal: Labor & Employment Benefits

Leading Lawyer

## Recent Experience

- **Newcrest Mining agrees to acquire Pretium Resources**  
November 08, 2021
- **Kadant Inc. acquires all shares of Cogent Industrial Technologies Ltd.**  
June 01, 2020
- **Interfor closes C\$60M acquisition of BC interior cutting rights from Canfor**  
March 09, 2020

# Donovan Plomp

Partner

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- **American Metals & Coal International and Riverstone Holdings purchase 90% interest in Ridley Terminal Inc. for C\$350M**

December 20, 2019

## Recent Insights

- **Impact of COVID-19 on the Duty to Mitigate: Early Indications in BC Supreme Court Decision**

February 03, 2021

- **COVID-19: L&E Webinar - "The Road Back to Work: Health & Safety Considerations for Resuming your Operation"**

May 19, 2020

- **COVID-19 Update : Reopening of Physical Workplaces and Return to Work – Considerations for the Agri-Food and Manufacturing Sectors**

May 06, 2020

- **COVID-19 Update: Moving Forward - Considerations for the Re-Opening of Physical Workplaces**

April 29, 2020

## Events

- **12th Annual National Retail and Consumer Markets Summit**

February 23, 2022

- **Coast-to-Coast L&E Series: Your Top Questions Answered**

February 17, 2022

- **Coast-to-Coast L&E Series: Your Top Questions Answered**

July 27, 2021

- **2021 Labour and Employment Virtual Client Conference - British Columbia**

May 14, 2021



## Emilie Thibault

### Associate

Montréal

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t. 514-397-5654

### Bar Admission

Québec 2016

### Law School

Université de Montréal

### Practices

Employment  
Labour

Émilie Thibault is an associate in our Labour & Employment Group in Montréal. Her practice focuses on representing both federally and provincially regulated employers.

Émilie advises clients from a variety of backgrounds and provides them with strategic and pragmatic input in complex situations involving human capital, particularly with regard to labour standards, employment contracts, collective labour relations, occupational health and safety, due diligence, as well as various issues related to discrimination and harassment in the workplace.

Émilie represents clients before administrative and civil courts as well as during mediation, conciliation and other alternative dispute resolution processes.

She also provides training that meets the needs of clients, in addition to acting as a workplace investigator. Before joining the firm, she practised at a large regional firm.

Émilie obtained a Bachelor's degree in civil law from Université de Montréal in 2014 and was called to the Québec Bar in 2016.

## Recent Experience

- **Cerea Partners acquires Chocmod Group**  
November 23, 2021
- **Parkland Corporation enters into agreement to acquire Pétroles Crevier Inc.**  
July 06, 2021
- **CVC Capital Partners to acquire a majority interest in ExamWorks**  
June 22, 2021
- **OSF Digital acquires Relation1 Inc.**  
May 31, 2021

## Events

- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022
- **Coast-to-Coast L&E Series: Your Top Questions Answered**  
February 17, 2022
- **Coast-to-Coast L&E Series: Your Top Questions Answered**  
July 27, 2021



# Debbie Salzberger

Partner

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## Bar Admission

Ontario 2002

## Law School

University of Toronto

## Practices

Competition/Antitrust & Foreign  
Investment  
Competition Litigation

## US and International Markets

US Markets

**Results-oriented and widely recognized for her expertise in competition and foreign investment law, Debbie has the experience clients need to successfully navigate the regulatory landscape.**

Deborah (Debbie) Salzberger is a Partner in our Antitrust/Competition & Foreign Investment Group in Toronto.

She is consistently ranked in *Chambers Global*, *Chambers Canada*, *Global Competition Review*, *Who's Who Legal* and *The Legal 500*, among many others. Named by *Global Competition Review* on its international list of Women in Antitrust (2021) and a Global Elite Thought Leader, Debbie is widely recognized as one of a small group of leading competition lawyers, economists, academics and enforcers who define the highest professional and service standards in the sector.

Debbie acts for clients in domestic and multinational mergers and acquisitions with respect to competition/antitrust law and foreign investment review matters. She also regularly provides competition law compliance advice regarding criminal cartel matters and reviewable practices, including joint ventures, resale pricing, advertising and distribution issues.

Debbie's practice is marked by her pragmatic, solutions oriented approach. Her deep knowledge of the Canadian competition/antitrust and foreign investment regimes is complemented by her experience across numerous industries, making her a valued business advisor. Debbie is lauded as a "superb lawyer" by one source to *Chamber Canada*, who adds: "I especially value her common sense, practical approach to dealing with clients and regulators." Some of the transactions in which she has been involved, include:

- Cineworld Group plc in its C\$2.8 billion proposed acquisition of Cineplex Inc.
- Mondelez International in its acquisition of a significant majority interest in Give & Go
- AbbVie Inc. in its US\$63 billion acquisition of Allergan plc
- Bass Pro Shops in its merger with Cabelas

## Deeply connected to the Competition/Antitrust and Foreign Investment Bar

Debbie actively participates in thought leadership and industry groups, both in Canada and internationally. She is the past chair of the Canadian Bar Association Competition Law Section's Foreign Investment Review Committee and the co-chair of the American Bar Association's Insurance and Financial Services Committee.

She is a frequent contributor to antitrust conferences and publications, including:

# Debbie Salzberger

Partner

Toronto

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- Co-author: Canada Chapter, Guide to Foreign Direct Investment, GCR Insight, (1st Ed. (2022))
- Co-author: Canada Chapter, Merger Remedies Guide, GCR Insight, (1st Ed. (2018) and 2nd Ed. (2019)).
- Speaker: Canada's Foreign Investment and National Security Regimes in Today's Geopolitical Climate, July 2021.
- Speaker: Lessons from the COVID-19 Era, June 2021.
- Speaker: Private Equity Outlook Webinar, February 2021.
- Speaker: Distressed M&A in Canada – Key Issues and Opportunities, June 2020.
- Speaker: Resale Price Maintenance: Current State of Play in North America and Europe, ABA Section of Antitrust Law, Federal Civil Enforcement Telephonic Committee Program, June 26, 2019.
- Speaker: Competition Law and Policy in Emerging Industries, CBA Competition Law Fall Conference, September 28, 2018.
- Moderator: Distinctions with Differences: Canvassing Cross-Jurisdictional Ethics Rules, 66th ABA Section of Antitrust Law Spring Meeting, April 11, 2018.
- Co-author: Canada Chapter, The International Comparative Legal Guide to Merger Control, Global Legal Group, (12<sup>th</sup>, 13<sup>th</sup> and 14<sup>th</sup> Edition, 2016, 2017, 2018).
- Speaker: Small Mergers, Big Issues, GCR Live 7<sup>th</sup> Annual Antitrust Law Leaders Forum, February 3, 2018.

Called to the Ontario Bar in 2002, Debbie received her LLB from the University of Toronto in 2000, an MA in International Relations from University of Toronto in 2000 and her BES (Summa Cum Laude, Environmental Studies and Economics) from York University in 1997.

## Awards & Rankings

### Chambers Global

Leading Lawyer: Competition/Antitrust - Canada

### Chambers Canada

Leading Lawyer: Competition/Antitrust

### Global Competition Review - 2021

Women in Antitrust

### Who's Who Legal: Thought Leaders – Global Elite

Competition

### Who's Who Legal – Global Leader

Recommended: Foreign Investment Review

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## Who's Who Legal – Global Leader

Recommended: Competition

## Who's Who Legal – National Leader

Most highly regarded: Competition - Canada

## The Legal 500 – Canada

Recommended: Competition and Antitrust

## The Canadian Legal Lexpert Directory

Repeatedly Recommended: Competition Law

## Euromoney

Women in Business Law - Competition and Antitrust

## The Best Lawyers in Canada

Leading Lawyer: Competition/Antitrust Law

## Acritas Stars

"Stand-out lawyer"

## Recent Experience

- **Assent Compliance raises US\$350M in funding**  
January 06, 2022
- **Sundial Growers announces C\$346M acquisition of Alcanna**  
October 07, 2021
- **Aon plc announces US\$30B acquisition of Willis Towers Watson**  
May 11, 2021
- **Sundial Growers announces acquisition of Inner Spirit**  
May 05, 2021

## Recent Insights

- **Proposed Amendments to Canada's National Security Review regulations would create certainty for voluntary filers, but materially extend regulatory risk for wallflowers**  
February 15, 2022
- **Competition Act and Investment Canada Act Merger Control Thresholds Updates**  
February 10, 2022
- **A Digital Revolution? Highlights of the Competition Bureau's Submission to Competition Act Reform Consultation Process**  
February 10, 2022



# Debbie Salzberger

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- **Canadian Government Opens the Door for Broad Reforms of Competition and Foreign Investment Law**

December 17, 2021

## Events

- **12th Annual National Retail and Consumer Markets Summit**

February 23, 2022

- **From Policies to Practicalities: Canada's Foreign Investment and National Security Regimes in Today's Geopolitical Climate**

July 15, 2021

- **Working on the Chain: Lessons from the COVID-19 Era**

June 08, 2021

- **Private Equity Outlook Webinar**

February 03, 2021



## Ana Badour

Partner

Toronto

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t. +1 416-601-8065

### Bar Admission

Ontario 2004

### Law School

Boston University  
Osgoode Hall Law School

### Practices

Mergers & Acquisitions  
Capital Markets  
Secured Lending & Project Finance  
Financial Institutions Regulatory  
Matters

### Industries

Fintech  
Banking & Financial Services  
Credit Cards, Gift Cards & Loyalty  
Programs  
Insurance & Reinsurance  
Pension Funds Group  
Gaming and Licensing

### US and International Markets

US Markets

### Strategic Issues

ESG and Sustainability

## With in-depth industry and legal knowledge of the financial services sector, Ana understands your business and its regulatory landscape

Ana is a partner in our Toronto Financial Services group and co-leader of the firm's Fintech group. She is a Certified Anti-Money Laundering Specialist (CAMS).

### Advice for clients on the cutting-edge of the financial services industry

Ana regularly provides advice to clients in the financial services industry with respect to compliance with regulatory requirements (including consumer protection requirements and anti-money laundering requirements) and with respect to the negotiation of commercial agreements (including credit card program agreements). She also advises with respect to regulatory matters relating to the financing of financial institutions, the establishment of new financial services providers and financial institution M&A and partnerships.

**Ana is the most deeply knowledgeable lawyer in the domain of tech and financial services that I've worked with. She is very up to date with what is going on in the industry.**

— CLIENT TESTIMONY, CHAMBERS AND PARTNERS

Some of her recent work includes:

- acting for Fintech entities, including payment entities, cryptocurrency entities and online lending platforms, in connection with their initial structuring and launch, and in connection with their ongoing operations;
- acting for banks launching novel products and/or partnering or investing in Fintech entities;
- acting for a US-based Fintech on its acquisition of a Canadian challenger bank;
- acting for a publicly-traded cryptocurrency miner on various corporate and commercial matters;
- acting for a Canadian bank in connection with its test use of blockchain for debt issuance;
- acting for various financial institutions in respect of their Bank of Canada liquidity facilities;
- acting as counsel to the lenders in connection with a large secured liquidity facility to a regulated Canadian financial institution; and
- acting on behalf of a foreign bank in connection with the bank's establishment of a Schedule III branch.

# Ana Badour

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Additionally, Ana completed a six-month secondment with a major Canadian financial institution, advising on matters relating to mobile payments.

Ana is a frequent writer and speaker on novel and emerging issues in the financial services industry and is on top of the latest developments. Ana teaches a course on blockchain and financial market infrastructures at the Osgoode Certificate in Blockchain Law.

Ana is a member of the Legal Committee of the Canadian Blockchain Consortium and a member of the Advisory Council of Girls in Tech.

Ana is passionate about the circular economy and is a board member of Impact Zero, a non-profit working with circular start-up founders, conscious consumers, and the government to build a circular economy in Toronto.

Ana was honoured with a Lexpert Rising Star award, which recognizes Canada's leading lawyers under the age of 40, and with a Lexpert Zenith award, recognizing change agents in the law.

Ana received her LLM in Banking and Financial Law from Boston University in 2014, with concentrations in International Banking and Financial Law and in Compliance Management. She was the recipient of the Award for Academic Excellence in Banking and Financial Law, for the highest cumulative GPA in the class. In addition, she has completed the Osgoode Certificate in Regulatory Compliance and Legal Risk Management for Financial Institutions and the Osgoode Certificate in ESG, Climate Risk and the Law. Ana obtained her B. Math (Operations Research) from the University of Waterloo in 2000, and her LLB in 2003 at Osgoode Hall Law School.

## Awards & Rankings

### Chambers Canada

Leading Lawyer: Banking & Finance: Financial Services Regulation

### Chambers FinTech - Canada

Leading Lawyer: FinTech Legal

### The Canadian Legal Lexpert Directory

Leading Lawyer: Banking & Financial Institutions; and Financial Institutions Regulation

### Lexpert Rising Star - 2016

Honouring Canada's Top 40 Lawyers Under 40

### The Legal 500 - Canada

Leading Individual: Banking and Finance

### Who's Who Legal

Recognized in the area of Fintech

# Ana Badour

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## Who's Who Legal: Thought Leaders Global Elite

Banking - Fintech

## IFLR 1000 Guide to the World's Leading Financial Law Firms

Highly Regarded: Financial services regulatory, capital markets: debt, capital markets: equity, M&A

## IFLR1000: Guide to the World's Leading Financial Law Firms

Women Leaders 2021

## Best Lawyers in Canada

Leading Lawyer: FinTech Practice

## Lexpert Zenith Awards - 2019

Recognized as Change Agents in Law

## Recent Experience

- **Wells Fargo & Company sells C\$1.5B Canadian Direct Equipment Finance business to TD Bank**  
April 30, 2021
- **Power Sustainable launches the Power Sustainable Energy Infrastructure Partnership**  
January 01, 2021
- **Teranet Inc. sells DoProcess LP to Dye & Durham for C\$530M**  
December 10, 2020
- **Gemini Trust Company acts as sub-custodian in respect of The Bitcoin Fund**  
June 04, 2020

## Recent Insights

- **FCAC Issues Final Version of Guideline on Bank Complaint-Handling**  
February 04, 2022
- **U.S. Federal Reserve Board Releases Discussion Paper on Potential U. S. Central Bank Digital Currency**  
January 25, 2022
- **OSFI and the Bank of Canada Publish Final Report on Climate-Change Scenario Analysis Pilot Project**  
January 24, 2022
- **Fintech Regulatory Developments: 2021 Year in Review**  
January 04, 2022

# Ana Badour

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## Events

- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022
- **11th Annual National Retail and Consumer Markets Summit**  
February 25, 2021
- **The Osgoode Certificate in Blockchains, Smart Contracts and the Law**  
November 29, 2019
- **25th Annual Regulatory Compliance for Financial Institutions**  
November 26, 2019



## Justine Lindner

Partner

Toronto

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t. +1 416-601-8214

### Bar Admission

Ontario 2014

### Law School

Osgoode Hall Law School

### Practices

Labour  
Employment  
Health & Safety  
Human Rights

Justine Lindner is a partner in the firm's Labour & Employment Law Group in Toronto.

Justine joined McCarthy Tétrault in 2014 after completing her articles at a national law firm. She represents clients in workplace law matters including employment standards, wrongful dismissals, human rights, privacy, workplace investigations, occupational health and safety, labour arbitrations and employment issues arising in corporate transactions.

While in law school, Justine worked as a Research Assistant for a labour and employment law professor, completing extensive research on unfair labour practices as well as freedom of expression under the Charter. She also volunteered in the Osgoode Business Clinic program providing legal advice to entrepreneurs. Justine graduated in the top 5% of her class and was the recipient of several academic awards, including the Charles Edward Woodrow Award for academic excellence.

Justine received an Honours Bachelor of Arts Specialization in Political Science (with Distinction) from the University of Western Ontario in 2010. She obtained her Juris Doctor from Osgoode Hall Law School in 2013.

Justine is a member of the Law Society of Ontario, the Ontario Bar Association, and the Canadian Bar Association.

## Recent Experience

- **KeyData Associates Inc. sells of all of its issued and outstanding shares**  
July 16, 2021
- **M3 Group acquires majority interest in Pinch Financial**  
June 01, 2021
- **Mondelez International completes acquisition of a significant majority interest in Give & Go**  
April 01, 2020

## Recent Insights

- **Key Takeaways from the 2021 Labour and Employment Conference: Ontario and Alberta**  
November 01, 2021
- **The Federal Pay Equity Act – Employer Obligations as of November 1, 2021**  
October 27, 2021
- **Vacation in Ontario: 10 Things Employers Need to Know**  
October 13, 2021
- **Government of Canada Mandates COVID-19 Vaccination for Federally Regulated Transportation Employees and Travellers**  
October 06, 2021

# Justine Lindner

Partner

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t. +1 416-601-8214

## Events

- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022
- **Labour and Employment Conference: Ontario and Alberta**  
October 29, 2021
- **Canada's Privacy Overhaul: Deep Dive into Key Topics (Two-part Series)**  
February 24, 2021
- **Labour and Employment Conference: Ontario and Alberta**  
December 04, 2020





## Karine Joizil

Partner

Montréal

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### Bar Admission

Québec 2001

### Law School

Université de Montréal

### Practices

Corporate Commercial Litigation  
Disputes and Litigation

**An experienced litigator, Karine is known for her strategic thinking and pragmatic approach to dispute resolution that emphasizes our clients' business realities.**

Karine Joizil is a partner in our Litigation Group in Montréal. She has more than 20 years of experience in civil and commercial litigation. Her practice focuses on the areas of class actions, civil liability, injunctions and contractual disputes, particularly in the technology and access to information sector. Karine represents clients before the Access to Information Commission, the Federal Court and before the Privacy Commissioner of Canada in cases related to the Quebec Access to Information Act, the Private Sector Privacy Act, Federal Access to Information Act and PIPEDA.

Over the past few years, Karine has assisted a public body for the implementation of an electronic health record, she was also legal counsel to various clients in the context of service contract revisions with providers of telemedicine platforms to bring it into compliance with data confidentiality requirements. She has also assisted several local and international companies with the implementation of personal information protection policies, the drafting of consents and the conclusion of outsourcing agreements with suppliers. She can work as effectively in English as in French.

Clients appreciate her dedication to their cases, sensitivity and concern for the issues they face, the soundness of her advocacy and the pertinence of her results-oriented approach. She has successfully represented:

- an airline in a class action heard on merit based on allegations of sound nuisance, neighbourhood disturbances and violations of the *Environment Quality Act*.
- Canada's largest ready-to-eat cereal producer, before the Federal Court and the Federal Court of Appeal, in the context of a challenge to a national class action based on allegations of misrepresentations of the public within the meaning of the *Competition Act*.
- clinics, in the context of injunction applications aimed at putting a stop to demonstrations by activists in the vicinity of their premises.
- a manufacturer and distributor of food products, in the context of a judicial review of a decision by the Trade Control Policy Division of the Department of Foreign Affairs and International Trade.

In addition, Karine has been a lecturer in public and administrative law for close to 15 years at the Montréal training centre of the École du Barreau du Québec and serves as a panelist for training held by the Advocates' Society.

Since 2016, she has also chaired the board of directors of the government corporation Recyc-Québec.

# Karine Joizil

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Karine holds a bachelor of laws degree from Université de Montréal (1999) and, as part of her education, obtained an introduction to French law certificate with distinction. She also holds a specialized graduate diploma in public administration from École nationale d'administration publique (2011). In 2019, she earned a certificate in corporate governance from the Collège des administrateurs de sociétés at Université Laval.

Karine was called to the Quebec Bar in 2001 and is a member of the Canadian Bar Association.

## Awards & Rankings

### The Canadian Legal Lexpert Directory

Leading Lawyer: Class Actions

### Lexpert Special Edition: Litigation

Leading Lawyer

### Best Lawyers in Canada

Leading Lawyer: Class Action Litigation, Health Care Law, Corporate and Commercial Litigation Law

## Recent Insights

- **ELXN 44: What is Old is New Again – The 'New' Trudeau Government's Impact on Your Business**  
October 27, 2021
- **Quebec's Bill 64 Introduces New Operational Requirements for Cross-Border Transfers of Personal Information**  
October 26, 2021
- **Bill 64 Committee Report Adopted by Québec National Assembly**  
September 17, 2021
- **Committee review completed for Bill 64: A step closer to a major reform of Quebec's personal information protection regime**  
September 10, 2021

## Events

- **12th Annual National Retail and Consumer Markets Summit**  
February 23, 2022
- **#ELXN44: What Is Old is New Again – The "New" Trudeau Government's Impact on your Business**  
October 05, 2021

# Karine Joizil

Partner

Montréal

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- Retention and Promotion of Women in the Legal Profession  
- Continuation  
October 13, 2021
- The History of Anti-Black Racism in Canada & Quebec  
February 17, 2021



## Carmen Francis

### Partner

Toronto

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t. +1 416-601-8854

### Bar Admission

Ontario 2012

### Practices

International Trade & Investment  
Supply Chain

### Industries

Food, Beverage & Agribusiness

Carmen Francis is a partner in the firm's International Trade & Investment Law Group in Toronto. Her practice is focused on providing business-friendly, strategic and skilled advice across a wide range of trade, regulatory and compliance matters.

Within her international trade practice, Carmen has significant experience acting for clients in anti-dumping investigations and litigation, international investment disputes, import and export control matters, and customs and sanctions compliance. She has appeared before the Canadian International Trade Tribunal, the World Trade Organization, the Federal Court of Appeal, and various trade-related administrative bodies. Her practice engages with a broad scope of industries, including the oil & gas, manufacturing and tech sectors. In the course of representing these clients, Carmen has developed a strategic understanding of the priorities, needs and challenges faced by companies seeking to leverage cross-border business opportunities.

Carmen's regulatory practice is tailored to supporting clients at each stage of the regulatory continuum: from the earliest stages of product formulation and development, to packaging and labelling requirements, ensuring compliance with mandatory standards, obtaining requisite permits and licences, assisting with import and export compliance, and through to responding to regulatory enforcement actions. Her advice is responsive to clients' needs, and prioritizes supporting clients in achieving their business objectives while navigating complex regulatory regimes. In particular, Carmen has extensive experience in the regulation of consumer retail products, and products subject to specialized regulatory regimes such as alcoholic beverages, cannabis, controlled goods and defence articles, cosmetics, natural health products, and medical devices. Carmen provides proactive, pragmatic and considered guidance in an increasingly intricate regulatory environment.

## Awards & Rankings

### The Legal 500 - Canada

Rising Star: International Trade

## Recent Experience

- **GE Digital acquires Opus One Solutions**  
December 31, 2021
- **Nestlé signs agreement to acquire core brands of The Bountiful Company for US\$5.75B**  
April 30, 2021
- **General Atlantic completes an equity investment in pet food company Open Farm**

# Carmen Francis

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December 31, 2020

- **Fairfax Africa Holdings Corporation closes strategic transaction with Helios Holdings Limited**

December 08, 2020

## Recent Insights

- **Cross-Border: A Consumer Products Industry Guide to Doing Business in Canada 2021 Edition**

October 26, 2021

- **Canada Imposes New Sectoral, Financial and Trade Sanctions Against Belarus**

August 10, 2021

- **The CBSA's CARM Client Portal is Now Live**

June 30, 2021

- **Luxury & Fashion 2021 guide (Canada) – Lexology**

May 31, 2021

## Events

- **12th Annual National Retail and Consumer Markets Summit**

February 23, 2022

- **11th Annual National Retail and Consumer Markets Summit**

February 25, 2021

- **Platforms Are the New Cloud: Marketplaces, Delivery Services, Consumer Finance, and More**

December 03, 2020

- **10th Annual National Retail and Consumer Markets Summit**

February 27, 2020