

## **Diversity Action Plan Implementation Report**

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Purpose: For Information

## Purpose

1. This report provides an overview of the implementation status of the Law Society’s Diversity Action Plan, approved by the Benchers in September 2020.

## Background

2. The Law Society has a long-standing commitment to supporting equity, diversity and inclusion, as reflected in its public interest mandate,<sup>1</sup> the priorities included in successive strategic plans, and the extensive work undertaken by the Equity, Diversity and Inclusion Advisory Committee (“EDIAC”), which monitors and advises the Benchers on issues affecting equity, diversity, and inclusion in the legal profession and the justice system.<sup>2</sup>
3. Recognizing a need for tangible action and measurable outcomes, in 2020 the Benchers approved the Diversity Action Plan,<sup>3</sup> which sets out ten broad themes, covering thirty discrete items that variously support diversity in the legal profession, identify and remove discriminatory barriers, enhance intercultural competence, improve outreach and collaboration, foster diversity within the Law Society and track and report on progress. Collectively, these measures protect the public interest, which is best served by a diverse bar that is representative of the clients it serves. Access to justice is also facilitated when those seeking legal services have access to lawyers that are reflective of British Columbia’s diverse population.<sup>4</sup>

## Discussion

4. To date, the implementation of the Diversity Action Plan has primarily been tracked in the EDIAC’s mid and year-end reports. To supplement this bi-annual reporting, the material below catalogues the actions taken by the Law Society over the last three years to address the items contained in the Plan.

## Actions items respecting demographic data<sup>5</sup>

5. The Law Society relies on demographic data to inform its policy development, support evidenced-based decision making and track and report on diversity statistics within the

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<sup>1</sup> Section 3(a) of the *Legal Profession Act* (the object and duty of the Society is to uphold and protect the public interest in the administration of justice by, *inter alia*, preserving and protecting the rights and freedoms of all persons).

<sup>2</sup> See the [mandate](#) of the Equity Diversity and Inclusion Advisory Committee.

<sup>3</sup> Law Society of BC [Diversity Action Plan](#) (2020).

<sup>4</sup> [Trinity Western University v. Law Society of Upper Canada](#), 2018 SCC 33 at para. 23.

<sup>5</sup> Diversity Action Plan at: 1.1: Update the existing demographic self-identification survey to obtain additional details; 1.2: Actively encourage lawyers to respond to the self-identification survey; 1.3: Consider whether other methods for obtaining diversity information about lawyers are required; 1.4: Continue to monitor and publicize diversity statistics.

profession. In addition to collecting information about gender, the Law Society encourages licensees to respond to questions that appear after the Annual Practice Declaration (“APD”) that seek to obtain, on a voluntary and anonymous basis, additional information about the demographics of the profession (the “Demographics Questions”). These statistics, which are published in aggregate in the Law Society’s annual reports, confirm that overall, the proportion of lawyers from equity-deserving groups has increased since the introduction of the Diversity Action Plan.

6. A number of steps have been taken to improve the Law Society’s approach to the collection and use of demographic data, including updating the nomenclature in the Demographics Questions and annual reports, and adding questions to Demographics Questions that endeavour to increase the response rate to the therein.<sup>6</sup> To better understand the role of data collection in addressing systemic racism, and to ensure the Law Society’s approach aligns with best practices, last year the EDIAC undertook a comprehensive review of the BC Human Rights Commission’s guidance on disaggregated data collection and provincial anti-racism data legislation.<sup>7</sup>
7. Policy analysis as to whether additional or different demographic information ought to be collected by the Law Society is ongoing. To advance this work, a cross-organizational and cross-jurisdictional scan is underway to improve understandings of how various Law Society departments and different law societies collect and use licensees’ demographic information.

## **Action items regarding fostering diversity within the Law Society<sup>8</sup>**

8. The Law Society continues to strengthen the representation of individuals from equity-deserving communities in its employment and governance structures, and to enhance training opportunities and communications that support equity, diversity and inclusion.

### **Governance**

9. The core values set out in the Strategic Plan emphasize the Law Society’s commitment to embracing and promoting equity, diversity, inclusion and cultural respect within its leadership and staff.<sup>9</sup> Accordingly, a number of measures remain in place to support the diversity of the

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<sup>6</sup> In 2021, a question was added to the APD that required respondents who selected “choose not to answer” in relation to the self-identification questions to select a response on a drop-down list of reasons for not providing this information. “I choose not to answer” received the highest number of responses in the sub-survey.

<sup>7</sup> British Columbia Office of the Human Rights Commissioner, [Disaggregated demographic information collection in British Columbia: The grandmother perspective](#) (2020) and [Anti-Racism Data Act](#), SBC 2022 c. 18.

<sup>8</sup> Diversity Action Plan at 2.1: Consider whether additional calls for applications should include diversity statements; 2.2: Regularly review diversity statements; 2.3: Continue to build and implement a comprehensive strategy to ensure diverse representation within Law Society governance and employment; 2.4: Review existing policies, procedures and practices to determine whether additional measures are required; 2.5: Highlight diversity in Law Society publications.

<sup>9</sup> Law Society BC [Strategic Plan](#) 2021-2025.

Board, Tribunal and external appointments.

10. Statements encouraging diverse lawyers to stand for Benchers election continue to be included in calls for nominations and are regularly updated to ensure they are consistent with best practices. Diversity is also considered in the annual appointment of Benchers to the Law Society's internal committees.
11. With respect to the Tribunal, gender and minority representation, and experience with cultural and ethnic diversity are basic criteria for the appointment of panel and review board members. Valuing diversity and upholding the right to equal treatment throughout the adjudicative process are also explicitly included as key competencies and duties.<sup>10</sup> Appointees are provided with training opportunities on topics including intercultural fluency, Indigenous intercultural competency, trauma informed adjudication, unconscious bias, witness accommodation and gender and cultural awareness in decision writing. Content on cultural competence, diversity and respectful decision writing is also included in the Adjudicator Hearing Manual.
12. Likewise, equity considerations are included in the selection criteria for external appointments.<sup>11</sup> To encourage a diverse applicant pool, requests for expressions of interest are regularly circulated to groups representing diverse lawyers.

### **Employment and staff training**

13. The Law Society is committed to hiring and retaining diverse employees. Job postings continue to include a statement to this effect and have been modified to comply with the *Pay Transparency Act*,<sup>12</sup> new legislation that is designed to eliminate remuneration differences amongst diverse employees and to address systemic discrimination in the workplace. Personnel responsible for hiring decisions have access to resources that provide specific guidance on incorporating equity, diversity and inclusion considerations into interviewing and management practices.
14. Meaningful advances have been made with respect to Indigenous representation within the organization through the creation of two new positions. The Senior Advisor, Indigenous Engagement, plays a key role in advising on reconciliation and relationship building, working across the organization to advance projects and lead on the development, delivery and coordination of Indigenous initiatives linked to the Truth and Reconciliation Action Plan, the Truth and Reconciliation Advisory Committee and the recommendations of the Indigenous Engagement in Regulatory Matters ("IERM") Task Force. The Law Society has also established an Indigenous Navigator, who will support Indigenous complainants and

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<sup>10</sup> Law Society Tribunal, [Adjudicator Appointment Criteria and Position Description](#) at p. 2.

<sup>11</sup> See [Law Society Appointments Policy and Process](#), Item 1.5.

<sup>12</sup> [Pay Transparency Act](#), 2023 (Bill 13).

witnesses through the Law Society’s processes.<sup>13</sup> Indigenous lawyers have also been added to the roster of practice reviewers to provide better support to Indigenous lawyers involved in those remedial processes.

15. Staff have access to a comprehensive knowledge repository containing articles, webinars, reports, templates, videos and other resources through the Law Society’s partnership with the Canadian Centre for Diversity and Inclusion.<sup>14</sup> A number of Law Society departments have implemented supplemental diversity training to assist staff in bringing particular skills and perspectives to their interactions with licensees and the public. In addition, all new employees must complete mandatory respectful workplace training and the Law Society’s Indigenous Intercultural Course.

## **Communications**

16. Policy decisions and operational activities that advance equity, diversity and inclusion are regularly communicated to the profession through E-Briefs, Notices to the Profession, the website and social media. The Law Society’s crest and motto, which are included on many forms and publications, have also been replaced with a more contemporary logo to address concerns regarding the previous symbols’ colonial associations.
17. The recent development of internal guidelines and staff training to support gender inclusive communications, particularly in relation to the use of pronouns and honorifics, represents another significant achievement and reflects the Law Society’s commitment to ensuring that best practices are consistently applied across the organization.<sup>15</sup>

## **Action items regarding cultural competence<sup>16</sup>**

18. The Diversity Action Plan identifies the promotion and advancement of intercultural training within the Law Society and throughout the profession as a key priority. As much this work falls within the mandate of the Truth and Reconciliation Advisory Committee (“TRAC”),<sup>17</sup> which provides progress updates through its bi-annual and special reports, the details of

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<sup>13</sup> Indigenous Engagement in Regulatory Matters Task Force (2023) at [Recommendation 3.2](#).

<sup>14</sup> Examples of programming promoted to staff in the last several years include: 2SLGBTQI+ issues, Indigenous inclusion, unconscious bias, content on Black Lives Matters, intersectionality, cultural competence and gender diversity. A CCDI Certificate Program was created encourage staff to dedicate time to these training opportunities.

<sup>15</sup> The changes made by the Law Society are consistent with recent practice directions from the [BC Provincial Court](#), [BC Supreme Court](#) and [BC Court of Appeal](#) on the use of pronouns and addressing court staff and legal professionals.

<sup>16</sup> Diversity Action Plan at 3.1: Provide Law Society representatives with educational opportunities geared toward fostering support for diverse individuals; 3.2: Identify additional methods to promote intercultural competence training within the organization and throughout the legal profession in BC; 3.3: Consider the role of CPD in advancing intercultural education; 3.4: Strategically collaborate to advance intercultural competence education for BC lawyers.

<sup>17</sup> The TRAC Terms of Reference include improving intercultural competence training in British Columbia.

implementation activities pertaining to this aspect of the Plan are limited to a high-level synopsis.

19. In response to the Truth and Reconciliation Commission’s Call to Action 27, which recognizes Indigenous intercultural competence as a key component of lawyer competence, in 2019 the Benchers approved, in principle, mandatory Indigenous intercultural competence training for all practising lawyers in British Columbia.<sup>18</sup> The resulting Indigenous Intercultural Course (“IIC”) was formally introduced in 2022, with the aim of increasing awareness and understanding of Indigenous laws and legal traditions, the history of Indigenous-Crown relations and the history and legacy of colonial laws and policies that sought to eliminate Indigenous rights, resources, languages, cultures and institutions.
20. The Law Society regularly promotes the IIC through its various communications platforms and reminds lawyers about their obligation to complete the course. The approval of the IERM Task Force’s cultural competence-related recommendations further reinforces the Law Society’s commitment to continuing to upholding standards of intercultural competence for lawyers.<sup>19</sup>
21. The Law Society supports cultural competence education in a variety of other ways. In 2021, for example, the Law Society participated in the launch of the BC Federation of Asian Canadian Lawyers’ documentary *But I Look Like a Lawyer*, which shares stories of discrimination experienced by members of the pan-Asian legal community and aims to increase intercultural awareness and competence, as well as promoting *But I was Wearing a Suit II*, a documentary examining the micro-aggressions and discrimination experienced by Indigenous people in the legal system. A wide range of cultural competence programming is also eligible for CPD credit.<sup>20</sup>
22. The Law Society has also contributed to national efforts to improve intercultural competence within the profession, as evidenced by the TRAC’s submissions to the Federation of Law Societies regarding changes to the *Model Code* to establish new professional responsibilities for lawyers in respect of Indigenous intercultural competence. If amendments to the *Model Code* are approved, consideration will subsequently be given to how to incorporate these new standards into the *Code of Professional Conduct for British Columbia* (“BC Code”).

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<sup>18</sup> See [Indigenous intercultural competence education for BC lawyers](#) (2019).

<sup>19</sup> [Report of the Indigenous Engagement in Regulatory Matters Task Force](#) (2023) at recommendations 4.1 to 4.4. For additional detail see the IERM Update Report in the December 2023 Bencher agenda.

<sup>20</sup> Although the IIC is not a CPD requirement it is eligible for up to six hours of CPD credit. Professional development that addresses multicultural, diversity and equity issues that arise within the legal context is also eligible for credit.

## Action items regarding outreach, collaboration, resources and reporting<sup>21</sup>

23. Outreach and collaboration, which are both important elements of the Diversity Action Plan, remain a focus for the Law Society. To this end, Benchers, committee members and staff regularly participate in a range of equity, diversity and inclusion programming within the legal community, including speaking events, workshops, podcasts, summits and forums. The Law Society has also played a key role in developing a number of significant projects in recent years, including a podcast on racism, equity and diversity<sup>22</sup> and the *On the Path to Equity for Women in Law* forum, which provided an opportunity for the legal community to come together to discuss issues surrounding the retention and advancement of women in the profession.<sup>23</sup>
24. The EDI Award was last awarded in 2019, however, in light of commentary in the recent governance review suggesting that the annual presentation of awards to individuals for services to the legal profession falls outside the scope of the role of a professional regulator, it was agreed that the appropriateness of continuing to present this and other service awards required further consideration.<sup>24</sup>
25. The Law Society collaborates with entities across the legal community on equity, diversity and inclusion initiatives, including the Legal Equity and Diversity Roundtable (LEADR), Justicia,<sup>25</sup> the CBA-BC's Sexual and Gender Diversity Alliance (SAGDA) and Equality and Diversity Committee and the Federation's Law Societies Equity Network (LSEN). The EDIAC also regularly collaborates with working groups *within* the Law Society to address issues of common concern. In 2023, for example, the EDIAC worked with the Mental Health Task Force to examine the intersectionality of mental health issues and the experiences of

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<sup>21</sup> Diversity Action Plan at 4.1: Develop a comprehensive outreach strategy to highlight the Law Society's EDI efforts; 4.2: Update and enhance the Law Society's online EDI resources; 4.3: Compile a calendar of annual EDI events in BC and encourage Law Society representatives to attend; 5.1: Review the EDI section of the law firm regulation self-assessment tool; 5.2: regularly review the EDI section of the self-assessment tool to ensure it is current, relevant and responsive to emerging issues; 6.1: Identify further methods to promote the adoption and implementation of the Law Society's existing model policies and guides; 6.2: Consider whether additional resources would be beneficial; 6.3: If necessary, develop additional resources; 9.1: Research the EDI recommendations, resources, and initiatives from other law societies, legal organizations, law schools, and professions in order to inform the Law Society's work, avoid duplication of efforts and identify opportunities for cooperation; 9.2: Strategically collaborate to increase the recruitment, retention, and advancement of diverse lawyers; 10.1: Continually review, evaluate, and renew the Action Plan to ensure that it remains relevant and effective in advancing the Law Society's objectives; 10.2: Regularly report progress through the Law Society's existing mechanisms.

<sup>22</sup>Rule of Law Matters Podcast, "[Racism, equity, diversity and the rule of law](#)" (Season 1, Episode 14).

<sup>23</sup> *On the Path to Equity for Women in Law* [Background Paper](#) and [Event Summary](#) (2022).

<sup>24</sup> Harry Cayton, [Governance Review of the Law Society of British Columbia](#) (2021) ("Governance Report") at 5.3.

<sup>25</sup> LEADR's purpose is to foster dialogue and initiatives that relate to the advancement of diversity and inclusion in the legal profession in BC and to collaborate and share best practices on issues of common concern. Justicia is a voluntary program for law firms that focuses on the retention and advancement of women in private practice.

legal professionals from equity-deserving groups, developed a joint recommendation with the Credentials Committee to reduce barriers to returning to practice experienced by women that have taken time away to have and raise children, and contributed to the Ethics Committee's recommendation to amend the discrimination and harassment provisions in the *BC Code*.

26. The consolidation and dissemination of practice resources, including those specific to equity, diversity and inclusion issues was enhanced by the re-design of the Practice Resources section of the Law Society's website, as well as the introduction of the Lawyer Well-Being Hub and the Advice Decision Making Assistant, an interactive tool that links users to materials covering issues such as workplace bullying and harassment, mental health, discrimination and harassment, model workplace policies and the services provided by the Equity Advisor.<sup>26</sup>
27. Significant work was also undertaken by staff to create of a comprehensive practice resource for the profession on inclusive language, establishing the Law Society as a leader among legal regulators in this evolving area of resource development.<sup>27</sup> A companion style guide for staff, Benchers, committee and Tribunal members involved in writing decisions and other Law Society materials is currently being finalized. Pursuant to the direction provided in the Diversity Action Plan, resources were also added to the portions of the law firm regulation draft self-assessment tool addressing equity, diversity and inclusion.
28. Building on this work, this year the EDIAC endorsed a process for the review, revision and enhancement of the Law Society's diversity-related practice materials, with particular attention to developing additional resources to address topics identified in the Diversity Action Plan, the IERM Task Force Report and the *National Study on the Psychological Health Determinants of Legal Professionals in Canada*.<sup>28</sup> Opportunities to collaborate with other legal regulators on resource development are also currently being explored.
29. With respect to reporting, the implementation status of the Diversity Action Plan is a standing item on the EDIAC's agendas. Annual priorities are included in the Committee's workplans and updates on progress are provided to the Benchers through the EDIAC's bi-annual reports.

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<sup>26</sup> See the [Practice Resources](#) webpage, the [Lawyer Well-Being Hub](#) and the [Advice Decision-Making Assistant](#).

<sup>27</sup> Law Society of BC, [Inclusive Language Guidelines](#) (2023). Several law societies have subsequently sought permission to adapt this resource for their jurisdictions.

<sup>28</sup> Cadieux, N., et. al. (2022). Targeted Recommendations: Towards a Healthy and Sustainable Practice of Law in Canada. *National Study on the Health and Wellness Determinants of Legal Professionals in Canada, Phase I*, Université de Sherbrooke ("[Recommendations Report](#)") particularly at recommendations at 5.7, 6.1, 6.2 and 10.3. DM4204935



## Action items relating to policies, processes and regulatory measures<sup>29</sup>

30. The Diversity Action Plan calls for a review of the Law Society's policies, processes and regulatory instruments to determine whether any additional measures are required to support equity, diversity and inclusion, both within the profession, and in the Law Society's interactions with the public. Examples of high-level initiatives and specific actions that address this aspect of the Plan are provided below.

### Strategic planning and governance

31. The Strategic Plan, which sets out the Law Society's organizational priorities, identifies equity, diversity, inclusion and cultural respect as core values. Key objectives include promoting greater diversity and inclusion in the profession, the equitable treatment of all individuals interacting with the Law Society and implementing initiatives to advance reconciliation with Indigenous People. The goals identified in the Strategic Plan largely mirror the items in the Diversity Action Plan,<sup>30</sup> and in so doing, formally integrate the latter into the Law Society's strategic vision.
32. The recent governance review assessed the Law Society's progress in this regard, concluding that established standards of good governance were met with respect to considering equality and diversity in Board decision making, and observing that the Law Society's strong commitment to equity, diversity and reconciliation is one of the organization's key strengths. The Law Society has also subsequently addressed many of the report's recommendations pertaining to EDI issues, including demographic data, assessing the impact of new policy initiatives on equity, diversity and inclusion, and revising the title of the Equity Ombudsperson to better reflect the function of the role.<sup>31</sup>
33. Moving forward, the government's intention to create a single legal regulator in British Columbia is likely to result in significant changes to the current governance and regulatory framework. The Law Society has provided detailed feedback on the proposed legislation,

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<sup>29</sup>Diversity Action Plan at 8.1: Contribute to the Law Society of BC's response to the Federation of Law Societies' consultation regarding the discrimination and harassment provisions of the *Model Code*; 8.2: Review the *Legal Profession Act*, the Rules, and the *BC Code* for possible improvements that might help to support diversity in the legal profession; 8.3: Collaborate with the Act and Rules Committee or the Ethics Committee to propose amendments to the Act, Rules, and *BC Code* for consideration by the Benchers.

<sup>30</sup>The Strategic Plan includes the following: Implement and communicate equity, diversity and inclusion work plan; Ensure current and future regulation and policy development adhere to equity, diversity and inclusion principles; Develop and deliver cultural competency training, as well as training addressing implicit and explicit biases in the profession; Revise the language of forms and publications to ensure they conform to current principles of inclusion; Update the demographic data of BC legal professionals to inform policy initiatives; Partner with community organizations to educate youth from diverse and equity-deserving groups about the role of lawyers and to encourage entry into the legal profession; Collaborate to increase the recruitment, retention and advancement of diverse lawyers.

<sup>31</sup> [Governance Report](#) *supra* note 24 (evaluating the Law Society against established standards of good governance).

including in relation to how a modernized statute could encourage diverse legal professionals and advance reconciliation.

### **Reconciliation and Indigenous engagement**

34. In recent years, the Law Society has taken a number of important steps to make the Law Society's processes more equitable and inclusive for Indigenous persons. Examples of this work include the approval of the Indigenous Framework,<sup>32</sup> which sets out key principles to guide Law Society's application of its governing legislation, rules, policies, procedures and practices, and the approval of the IERM Task Force's recommendations, which identify actions to reduce systemic barriers and improve Indigenous access to the Law Society's processes.<sup>33</sup> As discussed in detail in the IERM Implementation Report, significant work is already occurring across the organization to establish and maintain culturally safe and trauma-informed regulatory processes for Indigenous complainants and witnesses, and to reconcile the Law Society's process with Indigenous legal principles.
35. Although there are synergies between these initiatives and a number of items contained in the Diversity Action Plan,<sup>34</sup> it is critical that the work to support Indigenous engagement and reconciliation is recognized as extending beyond equality, diversity and inclusion concerns, more generally, and understood to be a direct response to Indigenous Peoples' distinctive culture, history and lived realities, including and the ongoing effects of genocide and colonialism.<sup>35</sup>

### **Discrimination and harassment**

36. In response to a growing awareness of the prevalence of discrimination and harassment, including sexual harassment, within the legal profession, the Law Society has taken a number of steps to improve regulatory responses to this type of misconduct. Earlier this year, the Benchers approved amendments to the *BC Code* that provide detailed definitions, examples and commentary respecting these behaviours, and that set out lawyers' responsibilities not participate in, condone or be willfully blind to this type conduct.<sup>36</sup>
37. The Professional Regulation department has also implemented a series of measures to make the disciplinary process more accessible, equitable and inclusive in respect discrimination, harassment and sexual misconduct complaints and proceedings, including establishing a

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<sup>32</sup> [Indigenous Framework Report](#) (2021). See pp. 25 and 30 and recommendations 7.7.5, 7.4.3 and 7.5.2.

<sup>33</sup> IERM Task Force Report *supra* note 19.

<sup>34</sup> See for example the IERM Task Force recommendations with respect to increasing Indigenous representation in the Law Society, enhancing cultural competency training and resources, and removing colonial principles from the *Act*, *Rules* and *BC Code*, which overlap with aspects of the Diversity Action Plan.

<sup>35</sup> This distinction is highlighted in further detail in the [UBC Indigenous Strategic Plan](#).

<sup>36</sup> *BC Code* at 6.3.

tailored reporting mechanism,<sup>37</sup> developing a Witness Accommodations and Considerations Policy, expanding the use of victim impact statements and providing staff with training and guidance to support a trauma-informed approach.

### **Gender and cultural inclusivity**

38. Recognizing the role that language can play in creating an inclusive regulatory and professional culture, more than one hundred instances of gendered pronouns in the Law Society Rules were recently amended in favour of gender-neutral and non-binary terms. The Law Society's information management systems have also been modified to enable licensees to enter, update and display their pronouns and title/honorifics on the Member Portal and determine what information is provided to the public through the Lawyer Directory. The next modification nearing completion will allow lawyers who are known by two names (e.g. European name and Indigenous traditional name, or a name in another language) to include an additional name on their member profile and determine how this information is used and shared. Internal record keeping systems have been simultaneously updated to support staff in using appropriate names, pronouns and honorifics in communications with licensees.

### **Return to practice rules**

39. Over the past year, the EDIAC has devoted substantial attention to the Law Society's return to practice rules, which appear to have a disproportionate impact on individuals, and particularly women, who take time away from practice to raise children. Over the course of 2023, the EDIAC and the Credentials Committee developed a recommendation, approved by the Benchers in November, to amend the current rules in a manner that addresses this concern while also protecting the public by ensuring standards of lawyer competence are met.

## **Conclusion**

40. The Diversity Action Plan reflects the Law Society's ongoing commitment to improving equity, diversity and inclusion within the Law Society and across the profession. As described in this report, much progress has been made in the three years since the Plan was introduced. It is also evident that there is still more to be done.

41. Although many aspects of the Diversity Action Plan have been addressed through discrete policy decisions and focused operational activities, given the complex, systemic and pervasive nature of the issues at hand, other items will require sustained action for over a longer period of time. In this regard, qualitative reviews of the Law Society's implementation activities,

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<sup>37</sup> See Law Society of BC "[Complaints about sexual misconduct, harassment or discrimination.](#)"  
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similar to the approach employed in this report, are the preferred method for measuring success, as compared to tabulating the number of “completed” actions in the Plan.

42. The present review also creates an opportunity to reflect on whether the Diversity Action Plan requires amendment and, more significantly, whether it remains the optimal approach for identifying and tracking progress on the Law Society’s equity, diversity and inclusion priorities. These are issues that are beyond the scope of this report, but nevertheless warrant future consideration. With the anticipated introduction of new legislation governing legal professionals next year, and the associated impacts on the Law Society’s operations and governance structures, it may be prudent to await those changes before taking steps to revise the current Plan.