



Canadian Broadcasting  
Corporation  
Société Radio-Canada

Linda Facchin  
Direct line: (514) 597-6727  
E-mail: Linda.Facchin@radio-canada.ca

November 4, 2014

**BY FACSIMILE**

Janice Rubin  
Rubin Tomlinson LLP  
Toronto, Ontario, M5G 1Z3

Dear Ms. Rubin:

**Re: Canadian Broadcasting Corporation (“CBC/Radio Canada”): Engagement for Independent Investigation Services**

This letter is to confirm that CBC/Radio Canada wishes to engage you to conduct an independent investigation in accordance with the mandate described in this letter.

**Mandate**

Over the next                      you will be engaged by CBC/Radio Canada to carry out the following mandate:

- (a) Current and former CBC/Radio Canada employees who worked on the “Q” or “Play” programs during the period in which Jian Ghomeshi hosted these programs and who have complaints, concerns or experiences they wish to share regarding harassment, discrimination, violence or other inappropriate workplace conduct during their work on these programs will be directed to contact you.
- (b) You will make available to such employees an accessible and secure telephone number (with sufficient voicemail capacity) and email address through which they can contact you directly and you will acknowledge receipt of each message sent to you as soon after receipt as is reasonably possible
- (c) You will arrange to meet each employee as soon as possible. Some employees may only wish to discuss with you their concerns or experiences without any further action being taken. However, if any employee has a specific complaint that they wish to have investigated, you will do so in accordance with applicable CBC/Radio Canada policies. You will gather all of the material facts, including the identity of all

**legal services  
services juridiques**

Montréal  
1400 René-Lévesque E.  
Montréal, Québec H2L 2M2  
tel 514.597.4094 | fax 514.597.4086

Toronto  
250 Front St. W.  
Toronto, Ontario M5V 3G5  
tel 416.205.3216 | fax 416.205.2723

CBC (06/14)



individuals involved, the specific conduct complained of and the date(s) and time(s) on which such conduct occurred.

- (d) You will conduct all of your meetings as confidentially as possible. CBC/Radio Canada will fully co-operate with you in completing your mandate and will ensure that you have access to any CBC/Radio Canada personnel to whom you may require access, and any CBC/Radio Canada documents to which you may require access, in the course of completing your mandate.
- (e) Following the completion of your investigation, you will prepare and deliver to CBC/Radio Canada's Vice President, People & Culture, or other individuals designated by CBC/Radio Canada, a final written report which sets out:
  - (i) a summary of the complaints, concerns or experiences shared with you, maintaining confidentiality to the extent possible;
  - (ii) your findings to the extent you are able to make them with respect to each specific complaint that you are asked to investigate; and
  - (iii) your recommendations as to any steps CBC/Radio Canada should take to resolve the complaints, concerns and experiences shared with you and to prevent similar issues from arising in the future, including any recommended changes to CBC/Radio Canada's policies and procedures related to harassment, discrimination, respect in the workplace and workplace violence and the investigation of these issues.
- (f) Following delivery of your report to CBC/Radio Canada, you will meet with CBC/Radio Canada to discuss the same.
- (g) The period described above may be extended by agreement where necessary to ensure that your investigation is completed in accordance with your mandate. The scope of your mandate may also be amended by agreement.

### **Reporting**

Linda Facchin will be the CBC/Radio Canada in-house lawyer of record. Roula Zaarour, Vice President, People & Culture, will be your direct contact at CBC/Radio Canada regarding any issues that arise during the course of your investigation. You may be asked to provide CBC/Radio Canada with interim reports regarding your investigation. You will not provide any information or opinion regarding the merits of the allegations or preliminary conclusions before you have collected all of the evidence.



### **Invoicing**

Please email your monthly invoice to [gestionfactures@radio-canada.ca](mailto:gestionfactures@radio-canada.ca) (ideally in PDF format), copying the legal counsel in charge of the matter. Be sure to indicate the name of the legal counsel in charge, along with the name and number that we have assigned to the matter (CaseTrack file number). Invoices should be addressed as follows:

CBC/Radio-Canada  
NPC - Accounts Payable  
Legal Services  
c/o Sylvie Boucher  
Team Leader, Administrative and Legal Management  
P.O. Box 3921  
Ottawa, ON K1Y 4M5

Each invoice must reflect the fees and disbursements for the previous month and include:

- a detailed list of the activities performed, the dates on which they were performed, the person or persons involved, the time spent on each activity and the hourly rate of each person whose services are reflected in the invoice. All time entries must be individualized; and
- a breakdown of disbursements.

Note that CBC/Radio-Canada will not pay for fees and disbursements invoiced over 90 days after they have been incurred and that CBC/Radio-Canada's payment terms for invoices are net 45 days.

### **Fees**

Your fees for time engaged in connection with this investigation (including preparation of the written report) will be an hour, and that associate time will be billed at an hour, billed on an interim monthly basis and then finally at the conclusion of the investigation, exclusive of HST and disbursements. CBC/Radio Canada will also reimburse you for all reasonable travel expenses associated with the conduct of your investigation.

A maximum of ten (10) hours may be invoiced to us per day, unless otherwise agreed. If you deal with matters other than CBC/Radio-Canada related ones on the same business trip, please ensure that your invoice reflects a reasonable breakdown of your working time and any costs incurred.

### **Disbursements**

Please use express mail services, computer searches or any other service prudently. You will be reimbursed only for justified, actual and reasonable out-of-pocket expenses (CBC/Radio-Canada does not pay for any price increase or additional costs). CBC/Radio-Canada will not generally pay for the following items, unless they are pre-approved in writing:



- Word processing
- Scans
- Overtime charges
- Secretarial/clerical charges
- Librarian or other support staff time
- inside printing from computer
- Incoming faxes or local fax communications
- Local personal transportation (taxi/limousine to/from home), even when employee or partner works late
- Local telephone calls
- Local meals
- Office supplies
- Storage charges
- Lawyer's time for filling out invoices
- Expenditures exceeding \$500.00 that were not pre-approved

Only exceptional circumstances justify travel expenses for more than one lawyer. CBC/Radio-Canada will reimburse air travel expenses at the tourist/economy class rate. We appreciate your being reasonable and prudent when incurring other expenses.

#### **Additional Terms**

CBC/Radio Canada acknowledges and agrees that:

- All documents which you generate in the course of your investigation, including without limitation, handwritten notes and or electronic recordings of interviews, are the property of Rubin Thomlinson LLP and will be retained as part of your file.
- CBC/Radio Canada will indemnify Rubin Thomlinson LLP against any and all claims, demands, suits or other proceedings for cost, damages, losses, liabilities and expenses including reasonable legal fees that may be incurred defending any claims that may be made against Rubin Thomlinson LLP by any third party which might arise out of this agreement, except where the cost, damages, losses, liabilities and expenses result directly from negligent, dishonest or fraudulent acts committed by Rubin Thomlinson LLP in the course of the investigation.

You acknowledge and agree that:

- You will not act for another client in any matter that would create a substantial risk that your ability to complete this mandate effectively and independently would be adversely affected.
- Your engagement will end as of the date on which you have completed this mandate.



If you have any questions concerning the terms of this engagement, or any other matter that may arise, please feel free to raise them with us.

If you are satisfied that you wish to accept this engagement on the terms described above, please sign this letter and return it to us.

Yours very truly,

s.19(1)

Linda Facchin  
Executive Director, Legal Affairs  
Labour Relations and Employment Law

I hereby acknowledge and agree to the terms of my engagement by CBC/Radio Canada, as described above.

Nov 27, 2014

Date

Janice Rubin  
Rubin Fomlinson LLP

Thomlinson



20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

2015-11-30  
(a. Boucher)  
Dx # 193610  
K21115

November 30, 2014

CBC (Canada Broadcasting Corporation) NPC - Accounts Payable  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22116  
File No.: 6398

Attention: Sylvie Boucher, Team Leader

072015-001825

LEGAL SERVICES rendered from November 1 to November 30, 2014.

Fees	\$44,215.00
Disbursements	\$3,321.32
HST on Fees and Taxable Disbursements	\$6,179.72

**Total this Invoice**

**\$53,716.04**

s.19(1)

**THIS IS OUR ACCOUNT - E. & O.E.  
RUBIN THOMLINSON LLP**

PER: \_\_\_\_\_  
**Janice P. Rubin**

**PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
Disbursements made on your behalf but not posted as of the date of this account will be billed to you at a later date.  
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Toronto, Ontario M5C 2T6

Main 416.847.1814  
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November 30, 2014

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
Legal Services

J.I.S.T. No.: R865679823  
Invoice No.: 22116

File No.: 6398

Ottawa, Ontario K1Y 4M5

s.18(b)

**RE: Workplace Investigation**

s.20(1)(b)

Date	Description	Hours	Amount
Nov-03-14	Telephone calls with client re: retainer and mandate, providing client sample mandate letter, review retainer letter and comment re: same.		
Nov-04-14	Various emails and calls with client, and counsel re: phone and email line, reviewing announcement, review emails from HR support line.		
Nov-05-14	Call with client, email exchange with counsel, review of inbound emails and phone call, calls to email senders.		
Nov-05-14	Call with potential complainant, prepare and update table of submissions.		
Nov-06-14	Review media stories for work-related allegations, update complaint and witness list, prepare chronology.		
Nov-07-14	Review emails from client and counsel, review emails from HR support line, telephone call from and to client.		
Nov-07-14	Update and respond to submissions, prepare process questions.		
Nov-10-14	Meeting with counsel, begin review of file, telephone call with counsel and HR, draft interview agreement.		
Nov-10-14	Review incoming calls and emails to IIR support		

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Nov-11-14 line, respond re: same.  
Revise interview agreement, call with counsel, email to client, review email re intern, review emails to date.

Nov-11-14 Review submissions to CBC, review allegations re: intern and prepare memo re: same, review meeting notes supplied by CBC, consolidate all submissions and prepare memo re: same, discuss status of submissions to the support line with J. Rubin.

Nov-12-14 Conference call with client, revise interview agreement, emails and calls to witnesses.

Nov-12-14 Update HR support line submissions list, email to witness, call with counsel re: witness interview.

Nov-13-14 Conducting pre-interviews, review emails, draft summary of process and other investigation work.

Nov-13-14 Review submission list, call with CBC re: documents, discuss same with J. Rubin, discuss evidence from witness.

Nov-14-14 Telephone call with witnesses, letters to same.

Nov-14-14 Call with potential witnesses, update submission list, prepare interview briefs.

Nov-17-14 Telephone call with witness, telephone call with client.

Nov-17-14 Update submission lists, prepare witness chart, prepare interview templates, review email re: interns and discuss same with J. Rubin, review meeting notes for interview templates.

Nov-18-14 Conducting witness interview.

Nov-18-14 Travel to interview witness.

Nov-18-14 Prepare materials and review interview recording, discuss same with J. Rubin, correspond with witnesses re: interviews.

Nov-19-14 Interview witness.

Nov-20-14 Return travel.



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Nov-21-14	Meeting with prospective witness, conducting pre-interviews.	
Nov-21-14	Update submissions table, transcribe interviews, prepare interview templates.	
Nov-24-14	Conducting pre-interviews and interviews, call with client re: various process issues.	
Nov-24-14	Prepare interview template, correspond with witnesses and set up interviews, review meeting notes and transcribe meeting audio.	
Nov-25-14	Travel to interview witness, interview witness.	
Nov-25-14	Conduct interview with witnesses, update submission list, correspond with witnesses.	
Nov-26-14	Travel to Toronto, call with counsel, conduct pre-interview with witness.	
Nov-26-14	Update submission list, conduct pre-interviews, prepare interview templates.	
Nov-27-14	Conference call with client.	
Nov-27-14	Draft letter to union counsel.	
Nov-27-14	Witness interview.	
Nov-27-14	Telephone interview with witness.	
Nov-27-14	Correspond with witnesses, update submissions table, prepare interview templates.	
Nov-28-14	Conducting pre-interview of witness.	
Nov-28-14	Conducting witness interview.	
Nov-28-14	Prepare interview transcripts, conduct pre-interview with witnesses, create interview templates.	
	<b>Total Fees</b>	\$44,215.00
	<b>HST on Fees (13%)</b>	\$5,747.95



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**FEE SUMMARY:**

<b>Lawyer</b>	<b>Hours</b>	<b>Effective Rate</b>	<b>Amount</b>
Janice P. Rubin			\$29,025.00
Parisa Nikfarjam			\$15,190.00
<b>Total Taxable Disbursements</b>			\$3,321.32
<b>H.S.T. on Disbursements (13%)</b>			\$431.77
<b>Total Fees, Disbursements and Taxes</b>			\$53,716.04
Balance Forward			\$0.00
			\$0.00
Transferred from Trust			
<b>Total Amount Now Due</b>			\$53,716.04

**RUBIN THOMLINSON LLP**

**PER:** \_\_\_\_\_  
Janice P. Rubin

**PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.3814  
Fax 416.847.1815

December 31, 2014

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
Legal Services

H.S.T. No.: R865679823  
Invoice No.: 22283

File No.: 6398 s.18(b)  
s.20(1)(b)

Ottawa, Ontario K1Y 4M5

RE: **Workplace Investigation**

Date	Description	Hours	Amount	Lawyer
Dec-01-14	Conference call with client, conducting witness interviews, review email from client re draft agreement re witnesses, emails and calls to witnesses			JPR
Dec-01-14	Preparing interview templates; conducting pre-interviews; updating submissions; respond to submissions.			PN
Dec-02-14	Conducting witness interviews and pre-interviews, call to client			JPR
Dec-02-14	Respond to submissions.			PN
Dec-03-14	Conducting witness interviews			JPR
Dec-03-14	Conducting witness interview and pre-interviews; updating submissions and preparing templates			PN
Dec-04-14	Conducting witness interviews, email to client re investigation process in response to HR line email			JPR
Dec-04-14	Preparing interview summaries; conducting pre-interviews and witness interviews; preparing interview templates.			PN
Dec-05-14	Conducting witness interviews			JPR

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Dec-05-14	Reviewing and summarizing interviews; responding to submissions.	PN
Dec-08-14	Telephone call with union counsel, conducting witness interviews, review of union communication, drafting reply, conference call with client, reply to witnesses re union communication	JPR
Dec-08-14	Conducting witness interviews and pre-interviews; preparing interview templates; updating submissions.	PN
Dec-09-14	Drafting email to client re response to CMG communiqué, conducting witness interviews, conference call with client	JPR
Dec-09-14	Conducting pre-interview and witness interviews.	PN
Dec-10-14	Emails to and from client re investigation process, phone calls and emails to prospective witnesses, interview witnesses	JPR
Dec-10-14	Updating submissions.	PN
Dec-11-14	Review media story containing confidential letter to CMG counsel, draft response to Pre-interview	JPR
Dec-11-14	calls with witnesses, call with client Updating submissions and preparing interview summary; conducting pre-interviews	PN
Dec-11-14	Preparing interview summaries; conducting witness interview; preparing interview templates.	PN
Dec-12-14	Conducting witness interviews and pre-interviews	JPR
Dec-14-14	Conducting witness interview	JPR
Dec-15-14	Telephone and email communication with witnesses	JPR
Dec-15-14	Preparing interview summaries.	PN

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Dec-16-14	Telephone call with witnesses, email to witness, email to counsel	JPR
Dec-16-14	Telephone call with client re process issues	JPR
Dec-16-14	Preparing interview summaries.	PN
Dec-17-14	Meeting with client, telephone call with witness, witness interview, letter to union counsel	JPR
Dec-17-14	Reviewing interviews and preparing interview summaries; conducting pre-interviews; preparing interview templates.	PN
Dec-18-14	Conducting witness interviews, pre-interviews of witnesses, email correspondence with witnesses, follow up call with witness	JPR
Dec-18-14	Preparing interview summaries; preparing interview templates.	PN
Dec-19-14	Call with client, emails to witnesses, emails from witnesses, calls and emails to prospective witnesses	JPR
Dec-19-14	Preparing summaries; locating witness information; preparing summaries	PN
Dec-22-14	Conducting witness interviews	JPR
Dec-22-14	Preparing interview templates; preparing interview summaries	PN
Dec-23-14	Conducting witness interview and pre-interviews	JPR
Dec-23-14	Preparing summaries and contacting witnesses.	PN
Dec-30-14	Telephone call with prospective witness	JPR
Dec-30-14	Preparing interview summaries	PN
Dec-30-14	Reviewing process notes and preparing interview summaries.	PN

**Total Fees**

**\$70,895.00**



20 Adelaide Street East, Suite 1104  
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 Fax 416.417.1815

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 s.20(1)(b)

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HST on Fees (13%) \$9,216.35

**FEE SUMMARY:**

Lawyer	Status	Hours	Effective Rate	Amount
Janice P. Rubin	Partner			\$41,040.00
Parisa Nikfarjam	Associate			\$29,855.00
<b>Total Fees</b>				<b>\$70,895.00</b>
<b>HST on Fees (13%)</b>				<b>\$9,216.35</b>
<b>Total Taxable Disbursements</b>				<b>\$1,964.96</b>
<b>H.S.T. on Disbursements (13%)</b>				<b>\$255.44</b>
<b>Total Fees, Disbursements and Taxes</b>				<b>\$82,331.75</b>
<b>Balance Forward</b>				<b>\$53,716.04</b>
<b>Transferred from Trust</b>				<b>\$0.00</b>
				<b>\$136,047.79</b>

**Total Amount Now Due**

**RUBIN THOMLINSON LLP**

PER: \_\_\_\_\_  
 Janice P. Rubin

**PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
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**Disbursements**

Long Distance	\$676.32
Photocopies	\$0.75
Meeting Room out of town - January 6 & 8, 2015	\$151.37
Flight out of town - January 5-9, 2015	\$1,136.52
<b>Total Taxable Disbursements</b>	<b>\$1,964.96</b>

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December 31, 2014

CBC (Canada Broadcasting  
Corporation) NPC - Accounts Payable  
Legal Services s.19(1)  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22283  
File No.: 6398

Attention: Linda Facchin

LEGAL SERVICES rendered from December 1 to December 31,  
2014

Fees  
HST on Fees

\$70,895.00  
\$9,216.35

Total this Invoice

\$80,111.35

RUBIN THOMLINSON LLP

PER:

Janicé P. Rubin

### PAYMENT DUE UPON RECEIPT

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December 31, 2014

CBC (Canada Broadcasting  
Corporation) NPC - Accounts Payable  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22283  
File No.: 6398

Attention: Linda Facchin

LEGAL SERVICES rendered from December 1 to December 31,  
2014

Disbursements	\$1,964.96
HST on Disbursements	\$255.44
<b>Total this Invoice</b>	<b>\$2,220.40</b>

s.19(1)

**RUBIN THOMLINSON LLP**

**PER:**  
**Janice P. Rubin**

### **PAYMENT DUE UPON RECEIPT**

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Main 416.847.1814  
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January 31, 2015

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
Legal Services

H.S.T. No.: R865679823  
Invoice No.: 22408  
File No.: 6398 s.18(b)  
s.20(1)(b)

Ottawa, Ontario K1Y 4M5

RE: **Workplace Investigation**

Date	Description	Hours	Amount	Lawyer
Jan-02-15	Letters to witnesses.			JPR
Jan-02-15	Prepare interview templates and summaries; contact witnesses re: interviews.			PN
Jan-05-15	Communication with union counsel re conducting witness interviews.			JPR
Jan-05-15	Travel to conduct interviews.			JPR
Jan-05-15	Conducting interviews; correspond with witnesses.			PN
Jan-06-15	Communicating with witness. Conducting witness interviews.			JPR
Jan-06-15	Conducting witness interviews; correspond with witnesses and conducting pre-interviews; prepare summaries of interviews.			PN
Jan-07-15	Travel to and from witness. Conducting witness interview			JPR
Jan-07-15	Conducting witness interviews; conducting pre-interview; prepare process notes.			PN
Jan-08-15	Conducting witness interviews			JPR
Jan-08-15	Conducting witness interviews; conducting			PN

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Jan-09-15	pre-interviews; preparing summaries and interview templates.	JPR
Jan-09-15	Return travel to Toronto.	PN
Jan-09-15	Preparing interview templates; conducting pre-interview.	JPR
Jan-12-15	Call with client; call with witness, communication with union counsel re witness interview, preparing for witness interview.	PN
Jan-12-15	Prepare templates; prepare summaries; contact witnesses.	JPR
Jan-13-15	Conducting witness interviews; telephone call with witness and conducting pre-interview, conference call with client, preparing for interview.	JPR
Jan-14-15	Conducting witness interview.	PN
Jan-15-15	Reviewing interview and preparing summary; conducting pre-interviews.	JPR
Jan-16-15	Pre-interview of witness, conducting witness interview, letter to witness, call with client.	PN
Jan-16-15	Preparing interview template; reviewing summaries; corresponding with witnesses.	JPR
Jan-19-15	Conducting interview of witnesses, communication to witnesses.	PN
Jan-19-15	Conducting witness interviews; preparing interview templates.	JPR
Jan-20-15	Conducting witness interviews	PN
Jan-20-15	Conducting witness interviews; preparing interview templates; preparing interview summaries.	JPR
Jan-21-15	Conducting witness interview.	PN
Jan-21-15	Preparing interview templates.	JPR
Jan-22-15	Pre-interview calls with witnesses, letter to	PN



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 Toronto, Ontario M5C 2T6

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 s.20(1)(b)

	witness.	
Jan-22-15	Conducting witness interviews; preparing interview summaries and templates.	PN
Jan-23-15	Conducting pre-interviews with witnesses; preparing summaries.	PN
Jan-25-15	Review of evidence to prepare for witness interview.	JPR
Jan-26-15	Conducting witness interview.	JPR
Jan-26-15	Conducting witness interview; contacting witnesses; preparing summaries.	PN
Jan-27-15	Conference call with client.	JPR
Jan-27-15	Preparing interview summaries; conducting pre interviews; and contacting witnesses.	PN
Jan-28-15	Conducting witness interview.	JPR
Jan-28-15	Preparing summaries.	PN
Jan-29-15	Conducting witness interviews; preparing summaries; contacting witnesses.	PN
Jan-30-15	Call with witness; interview witness.	JPR
Jan-30-15	Preparing summaries; conducting witness interviews.	PN
Jan-31-15	Preparing summaries; preparing interview templates.	PN

<b>Total Fees</b>	<b>\$67,315.00</b>
<b>HST on Fees (13%)</b>	<b>\$8,750.95</b>

**FEE SUMMARY:**

<b>Lawyer</b>	<b>Status</b>	<b>Hours</b>	<b>Effective Rate</b>	<b>Amount</b>
Janice P. Rubin	Partner			<b>\$35,640.00</b>

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s.20(1)(b)

Parisa Nikfarjam	Associate	\$31,675.00
<b>Total Taxable Disbursements</b>		<b>\$1,581.58</b>
<b>H.S.T. on Disbursements (13%)</b>		<b>\$205.61</b>
<b>Total Fees, Disbursements and Taxes</b>		<b>\$77,853.14</b>
<b>Balance Forward</b>		<b>\$82,331.75</b>
<b>Transferred from Trust</b>		<b>\$0.00</b>
<b>Total Amount Now Due</b>		<b>\$160,184.89</b>

**RUBIN THOMLINSON LLP**

PER: \_\_\_\_\_  
**Janice P. Rubin**

**PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
Disbursements made on your behalf but not posted as of the date of this account will be billed to you at a later date.  
E & O.E.

*Optimal legal solutions to challenging workplace issues*



20 Adelaide Street East, Suite 1104  
Toronto, Ontario, M5C 2T6

Main 416.847.1814  
Fax 416.847.1813

**Disbursements**

Long Distance	54.08
Photocopies	3.50
Local 416# with call forward and voicemail capacity	108.90
Accommodation out of town - January 7, 2015	92.52
Ferry out of town - January 7, 2015	14.51
Taxis out of town - January 2015	213.01
Accommodation out of town - January 5-9, 2015	1,095.06
<b>Total Taxable Disbursements</b>	<b>\$1,581.58</b>

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Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

January 31, 2014

CBC (Canada Broadcasting  
Corporation) NPC - Accounts Payable  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22408  
File No.: 6398

Attention: Linda Facchin

LEGAL SERVICES rendered from January 1 to January 31, 2014

Fees  
HST on Fees

s.19(1)

\$67,315.00  
\$8,750.95

**Total this Invoice**

**\$76,065.95**

**RUBIN THOMLINSON LLP**

**PER:**

**Janice P. Rubin**

**PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
Disbursements made on your behalf but not posted as of the date of this account will be billed to you at a later date.  
R & O.E.

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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.817.1815

January 31, 2014

CBC (Canada Broadcasting  
Corporation) NPC - Accounts Payable  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22408  
File No.: 6398

Attention: Linda Facchin

LEGAL SERVICES rendered from January 1 to January 31, 2014

Disbursements		\$1,581.58
HST on Disbursements		\$205.61
<b>Total this Invoice</b>	s.19(1)	<b>\$1,787.19</b>

**RUBIN THOMLINSON LLP**

PER: Janice P. Rubin

### PAYMENT DUE UPON RECEIPT

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20 Adelaide Street East, Suite 1104  
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Main 416.847.1814  
Fax 416.847.1815

February 28, 2015

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
Legal Services

H.S.T. No.: R865679823  
Invoice No.: 22534  
File No.: 6398

Ottawa, Ontario K1Y 4M5  
CBC Matter #: 2015-00693

s.18(b)

s.20(1)(b)

**RE: Workplace Investigation**

<b>Date</b>	<b>Description</b>	<b>Hours</b>	<b>Amount</b>	<b>Lawyer</b>
Feb-01-15	Preparing summaries of interviews.			PN
Feb-02-15	Pre-interview with witness, interview witness.			JPR
Feb-02-15	Conducting witness interview, preparing summaries of interviews, preparing interview templates.			PN
Feb-03-15	Conducting witness interviews.			JPR
Feb-04-15	Conducting follow up interview of witness and drafting report.			JPR
Feb-04-15	Preparing summary of interviews, preparing interview templates, conducting witness interviews and pre-interviews.			PN
Feb-05-15	Conducting witness interviews.			JPR
Feb-05-15	Preparing summary of interviews, corresponding with witnesses.			PN
Feb-07-15	Preparing summary of interviews.			PN
Feb-09-15	Drafting report.			JPR
Feb-09-15	Preparing summary of interviews.			PN

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**s.18(b)**
**s.20(1)(b)**

Feb-10-15	Witness communication, conducting witness interview.	JPR
Feb-11-15	Review and revise witness statement	JPR
Feb-11-15	Corresponding with witnesses, preparing for interviews, and conducting witness interviews.	PN
Feb-12-15	Call with client, drafting report, meeting with witness.	JPR
Feb-12-15	Preparing summary of interviews, conducting witness interviews.	PN
Feb-13-15	Conducting witness interviews.	JPR
Feb-13-15	Preparing interview summaries.	PI
Feb-16-15	Preparing interview summaries.	PI
Feb-17-15	Drafting report.	JPR
Feb-17-15	Preparing interview summaries.	PI
Feb-18-15	Conducting witnesses interviews, drafting report.	JPR
Feb-18-15	Conducting witness interviews, drafting report.	PN
Feb-18-15	Preparing interview summaries.	PI
Feb-19-15	Conducting witness interviews, drafting report.	JPR
Feb-19-15	Research re recommendations and drafting report.	CB
Feb-19-15	Drafting report.	PN
Feb-19-15	Preparing interview summaries.	PI
Feb-20-15	Preparing email to witness, drafting report.	JPR
Feb-20-15	Research re: recommendations and drafting report, review of CBC policies.	CB
Feb-20-15	Drafting report, conducting witness interview.	PN

s.18(b)

s.20(1)(b)

Feb-20-15	Preparing summaries of interviews.	PI
Feb-22-15	Drafting report.	JPR
Feb-22-15	Preparing summaries of interviews.	PI
Feb-23-15	Call with client, begin drafting recommendations.	JPR
Feb-23-15	Research and drafting report, review CBC policies and documents.	CB
Feb-23-15	Drafting report.	PN
Feb-23-15	Preparing interview summaries.	PI
Feb-24-15	Telephone call with witness, follow up with witness, conducting witness interview.	JPR
Feb-24-15	Review CBC documents and policies, drafting report.	CB
Feb-24-15	Drafting report.	PN
Feb-25-15	Preparing for and conducting witness interview, email request to HR for data, telephone call with prospective witness, letter to same.	JPR
Feb-25-15	Preparing interview summaries.	PI
Feb-26-15	Drafting report.	JPR
Feb-26-15	Drafting report.	PN
Feb-26-15	Preparing summaries of interviews.	PI
Feb-27-15	Drafting report	JPR
Feb-27-15	Drafting report.	PN
Feb-27-15	Preparing interview summaries.	PI
Feb-28-15	Drafting report.	JPR
Feb-28-15	Drafting report.	PN



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<b>Total Fees</b>	<b>s.18(b)</b>	<b>168.70</b>	<b>\$65,345.00</b>
<b>HST on Fees (13%)</b>	<b>s.20(1)(b)</b>		<b>\$8,494.85</b>

**FEE SUMMARY:**

<b>Lawyer</b>	<b>Status</b>	<b>Hours</b>	<b>Effective Rate</b>	<b>Amount</b>
Janice P. Rubin	Partner			\$28,350.00
Cory Boyd	Associate			\$1,820.00
Parisa Nikfarjam	Associate			\$26,075.00
Phanath Im	Junior Associate			\$9,100.00

<b>Total Taxable Disbursements</b>	<b>\$449.25</b>
<b>H.S.T. on Disbursements (13%)</b>	<b>\$58.40</b>

<b>Total Fees, Disbursements and Taxes</b>	<b>\$74,347.50</b>
Balance Forward	\$160,184.89
Transferred from Trust	\$0.00

<b>Total Amount Now Due</b>	<b>\$234,532.39</b>
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**RUBIN THOMLINSON LLP**

PER: \_\_\_\_\_  
**Janice P. Rubin**

**PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
Disbursements made on your behalf but not posted as of the date of this account will be billed to you at a later date.  
E & O.E.

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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

**Disbursements**

Long Distance	224.06
Photocopies	5.00
Local 416 # with call forward and voicemail capacity	108.90
QuickLaw	111.29
<b>Total Taxable Disbursements</b>	<b>\$449.25</b>



20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

February 28, 2015

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
c/o Sylvie Boucher, Team Leader  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22534  
File No.: 6398

CBC Matter #: 2015-00693

Attention: Linda Facchin

LEGAL SERVICES rendered from February 1 to February 28,  
2015

Fees		\$65,345.00
HST on Fees		\$8,494.85
<b>Total this Invoice</b>	<b>s.19(1)</b>	<b>\$73,839.85</b>

**RUBIN THOMLINSON LLP**

PER: \_\_\_\_\_  
**Janice P. Rubin**

**PAYMENT DUE UPON RECEIPT**

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Disbursements made on your behalf but not posted as of the date of this account will be billed to you at a later date.  
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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

February 28, 2015

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
c/o Sylvie Boucher, Team Leader  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22534  
File No.: 6398

CBC Matter #: 2015-00693  
Attention: Linda Facchin

LEGAL SERVICES rendered from February 1 to February 28,  
2015

Disbursements		\$449.25
HST on Disbursements		\$58.40
	s.19(1)	
<b>Total this Invoice</b>		<b>\$507.65</b>

**RUBIN THOMLINSON LLP**

PER: Janice P. Rubin

**PAYMENT DUE UPON RECEIPT**

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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

March 31, 2015

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
Legal Services

H.S.T. No.: R865679823  
Invoice No.: 22839  
File No.: 6398

Ottawa, Ontario K1Y 4M5  
CBC Matter #: 2015-00693

s.18(b)

s.20(1)(b)

**RE: Workplace Investigation**

Date	Description	Hours	Amount	Lawyer
Mar-01-15	Drafting evidence summary			JPR
Mar-01-15	Drafting evidence summary			PN
Mar-02-15	Drafting evidence summary, preparing for follow up interview, conducting follow up interview			JPR
Mar-02-15	Drafting evidence summary			PN
Mar-03-15	Drafting evidence summary			JPR
Mar-03-15	Drafting evidence summary			PN
Mar-04-15	Drafting report and interviewing witness			JPR
Mar-04-15	Drafting evidence summary			PN
Mar-05-15	Drafting report			JPR
Mar-06-15	Follow up interview with witness, interview witness, preparing evidence summary and report			JPR
Mar-06-15	Drafting evidence summary			PN

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s.18(b)

s.20(1)(b)

Mar-07-15	Drafting evidence summary	PN
Mar-08-15	Drafting report	JPR
Mar-09-15	Conducting follow up interviews and interview, research re recommendations	JPR
Mar-09-15	Drafting evidence summary and report; conducting follow up interview	PN
Mar-10-15	Drafting evidence summary	PN
Mar-11-15	Drafting report, research re recommendations, call with witness	JPR
Mar-11-15	Drafting report	JPR
Mar-11-15	Drafting evidence summary	PN
Mar-11-15	Research and prepare summary of bystander training; research and prepare summary of ethics hotline; research changing work culture	PI
Mar-12-15	Drafting evidence summary	PN
Mar-13-15	Drafting report	JPR
Mar-13-15	Drafting evidence summary	PN
Mar-15-15	Preparing for meeting with client	JPR
Mar-16-15	Travel to Montreal, attend meeting with client	JPR
Mar-17-15	Meeting with client	JPR
Mar-17-15	Preparing for meeting with client	JPR
Mar-18-15	Call with client	JPR
Mar-18-15	Drafting evidence summary	PN
Mar-19-15	Drafting report	JPR



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s.18(b)

s.20(1)(b)

Mar-20-15	Drafting report	JPR
Mar-20-15	Drafting evidence summary	PN
Mar-21-15	Drafting report	PN
Mar-22-15	Drafting report	JPR
Mar-23-15	Drafting report	JPR
Mar-23-15	Preparing report	PN
Mar-24-15	Drafting evidence summary	JPR
Mar-24-15	Drafting report	PN
Mar-25-15	Drafting report	JPR
Mar-25-15	Drafting report	PN
Mar-26-15	Drafting evidence summary	JPR
Mar-26-15	Drafting report	PN
Mar-27-15	Meeting with client	JPR
Mar-30-15	Drafting report	PN
Mar-31-15	Drafting report	PN

<b>Total Fees</b>	\$79,230.00
<b>HST on Fees (13%)</b>	\$10,299.90

**FEE SUMMARY:**

<b>Lawyer</b>	<b>Status</b>	<b>Hours</b>	<b>Effective Rate</b>	<b>Amount</b>
Janice P. Rubin	Partner			\$45,000.00
Parisa Nikfarjam	Associate			\$31,430.00
Phanath Im	Junior Associate			\$2,800.00

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Toronto, Ontario M5C 2T6

Main 416.847.1814  
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s.19(1)

<b>Total Taxable Disbursements</b>	\$847.01
<b>H.S.T. on Disbursements (13%)</b>	\$110.11
<b>Total Fees, Disbursements and Taxes</b>	<hr/> \$90,487.02
Balance Forward	\$0.00
Transferred from Trust	\$0.00
<b>Total Amount Now Due</b>	<hr/> \$90,487.02

**RUBIN THOMLINSON LLP**

**PER:**

**PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
Disbursements made on your behalf but not posted as of the date of this account will be billed to you at a later date.  
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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

**Disbursements**

Long Distance	82.46
Photocopies	185.95
Local 416 # with call forward and voicemail capacity	108.90
QuickLaw	18.02
Flight out of town – March 16-17, 2015	451.68
<b>Total Taxable Disbursements</b>	<b>\$847.01</b>



20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

March 31, 2015

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
c/o Sylvie Boucher, Team Leader  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22839  
File No.: 6398

CBC Matter #: 2015-00693

Attention: Linda Facchin

---

LEGAL SERVICES rendered from March 1 to March 31, 2015

Fees	\$79,230.00
HST on Fees	\$10,299.90

s.19(1)

**Total this Invoice**

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**\$89,529.90**

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**RUBIN THOMLINSON LLP**

**PER:**



**Janice P. Rubin**

**PAYMENT DUE UPON RECEIPT**

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Disbursements made on your behalf but not posted as of the date of this account will be billed to you at a later date.  
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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

March 31, 2015

CBC (Canada Broadcasting Corporation)  
NPC - Accounts Payable  
c/o Sylvie Boucher, Team Leader  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22839  
File No.: 6398

CBC Matter #: 2015-00693

Attention: Linda Facchin

---

LEGAL SERVICES rendered from March 1 to March 31, 2015

Disbursements	s.19(1)	\$847.01
HST on Disbursements		\$110.11
<b>Total this Invoice</b>		<b>\$957.12</b>

**RUBIN THOMLINSON LLP**

PER:



**Janice P. Rubin**

**PAYMENT DUE UPON RECEIPT**

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E & O.E.

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20 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

December 31, 2014

CBC (Canada Broadcasting  
Corporation) NPC - Accounts Payable  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22283  
File No.: 6398

Attention: Sylvie Boucher, Team Leader

---

LEGAL SERVICES rendered from December 1 to December 31,  
2014

Fees		\$70,895.00
Disbursements		\$1,964.96
HST on Fees and Taxable Disbursements		\$9,471.79

s.19(1)

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<b>Total this Invoice</b>		<b>\$82,331.75</b>
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**RUBIN THOMLINSON LLP**

**PER:** \_\_\_\_\_  
**Janice P. Rubin**

### **PAYMENT DUE UPON RECEIPT**

In accordance with the Solicitors Act, interest will be charged on accounts outstanding over 30 days at 2.80%  
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E & O.E.



29 Adelaide Street East, Suite 1104  
Toronto, Ontario M5C 2T6

Main 416.847.1814  
Fax 416.847.1815

January 31, 2015

s.19(1)

CBC (Canada Broadcasting  
Corporation) NPC - Accounts Payable  
Legal Services  
Ottawa, Ontario K1Y 4M5

H.S.T. No.: R865679823  
Invoice No.: 22408  
File No.: 6398

Attention: Sylvie Boucher, Team Leader

---

LEGAL SERVICES rendered from January 1 to January 31, 2015

Fees	\$67,315.00
Disbursements	\$1,581.58
HST on Fees and Taxable Disbursements	\$8,956.56

**Total this Invoice**

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**\$77,853.14**

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**RUBIN THOMLINSON LLP**

**PER:**

**Janice P. Rubin**

### **PAYMENT DUE UPON RECEIPT**

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