



NALP Recruitment Survey: Full Summary Summer 2024 Edition

Calgary, Vancouver, and Toronto Summer 2024 Recruitment

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EXECUTIVE SUMMARY

*This NALP Recruitment Survey canvassed feedback from students participating in the Calgary, Vancouver, and Toronto recruitment processes for 2024 summer positions. **There were 293 completed surveys, representing an increase of nearly 150 survey respondents compared with the previous edition of this survey.***

Overall themes in student feedback concerned the following:

Students in all geographic markets continue to appreciate timely, clear, and open communication from employers throughout the recruitment process, especially as it relates to keeping them informed of their status in the process.

Students in all markets reported significant pressure to make decisions early in the process and use “first choice” language. They remarked that indicating “first choice” to an employer was necessary to receive an offer from that employer. In Toronto, many students commented that this expectation came early on Day 2 of the interview period.

Students made varied, numerous reports of employer interactions that were positive, helpful and appreciated. Details and verbatim comments are shared by market in the below summary.

An increasingly large percentage (close to 90%) of survey respondents identify with at least one (1) equity-seeking group; there were a total of 26 reports of perceived improper questions or comments during interviews related to students’ equity-seeking status.

Students continue to perceive the process to be extremely stressful, with over half of survey respondents reporting a 5/5 level of stress and a single respondent reporting a 1/5 level of stress. Overall, students consistently indicate that “meeting kind, friendly, inclusive, and accommodating individuals who recognize the stressful nature of the process and make attempts to minimize it” is a mitigating factor.

Across all markets, candidates continue to rely on employers’ websites and look to their own networks when making decisions on where to apply.

BACKGROUND

The NALP Recruitment Survey was developed by the Canadian Section of NALP to collect feedback on the structured summer and articling law student recruitment processes in major urban centres across Canada. NALP assisted in providing the survey technology and a small working group comprising of school and employer representatives developed the survey questions in consultation with their colleagues.

The feedback from the survey is used by Canadian law school Career Services/Development Offices (CDOs) to improve the recruitment experience of law students and legal employers across Canada and to help employers determine what is working well and what might be improved. Since student recruitment is regulated by either provincial law societies or local bar associations in the respective jurisdictions, and not by NALP, the purpose of the survey is not meant to identify and report breaches of the rules, but rather to be a tool for improvement.

The survey includes questions (which are reproduced in [Appendix A](#) of this report) regarding the Calgary, Vancouver, and Toronto summer recruitment processes for 2024 summer positions. The survey was available to students for three weeks in November and closed on November 3, 2023. Each Canadian law school CDO received the survey link to send to its students. Students were not asked for their name or law school when they completed the survey.

Feedback is welcome in terms of how the survey might be improved, both with regard to the survey questions and the process by which the survey results are communicated. Please contact one of the members of the NALP Recruitment Survey Working Group.

CURRENT WORKING GROUP MEMBERS

Jennifer Nadon (Co-Chair) – University of Ottawa
Nicola Martin (Co-Chair) – Osgoode Hall Law School
Maryanne Forrayi – University of Calgary
Christi McAuley – Thompson Rivers University
Ellen Sterns – University of New Brunswick
Martha McClellan (on leave) – University of New Brunswick
Myriah Graves – Fogler, Rubinoff LLP (Employer Advisor)

PROCESS FOR COMMUNICATING STUDENT FEEDBACK

To protect the confidentiality of respondents, the full survey results are not shared with any employer or school, including employer representatives on either the NALP Recruitment Survey Working Group or the Summer and Articling Working Group. Only the law school CDO members of the NALP Recruitment Survey Working Group receive the full survey results in aggregate format.

In addition to this Summary Report, the Working Group will send individual reports to all employers who received specific comments from students, either positive comments or concerns. The employers will receive the exact, verbatim comments made by students except where the comment expresses concern about employer behaviour, using individual names, personal characteristics, and other details which could identify the student. Such comments will be redacted to protect student confidentiality.

In this Summary Report, the following feedback has been summarized, without using employers' names (a generic "Firm A" or equivalent is used when necessary):

- Comments made in this version of the survey about specific employers, sorted by theme and with sample quotations;
- Students' reports about their own behaviour;
- Comments and recommendations students made about a variety of aspects of the recruitment processes; and
- Typical examples of students' statements of satisfaction and frustration with the recruitment process as a whole.

RESPONDENTS

Total: **293**

Number of Respondents who applied to:

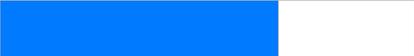
Calgary: **24**

Vancouver: **58**

Toronto: **241**

DEMOGRAPHICS

In response to the question “Do you belong to or identify with any of the following equity-seeking groups”, **only 11.6% of respondents selected “No” or “Prefer not to answer”**:

Response	20%	40%	60%	80%	100%	Frequency	Count
Women						66.1%	193
Racialized Persons or Visible Minorities						33.9%	99
First-generation Students (first in your immediate family to attend university)						25.3%	74
LGBTQ2SA+						16.1%	47
Neurodivergent Persons (e.g. Autism, Asperger’s, ADHD, dyslexia, dyspraxia, dyscalculia, dysgraphia, Tourette Syndrome, etc.)						13.4%	39
People from an economically disadvantaged background						12.7%	37
People with disabilities						8.9%	26
No						8.9%	26
Student caregivers (dependents can include a minor child, aging parent or an adult with a disability)						2.7%	8
Prefer not to answer						2.7%	8
Indigenous Persons						1.0%	3
Other (please specify)						0.7%	2
# of Responses							292

“Other” was specified as “Mature Student” in both cases.

A vast majority of respondents (**89.1%**) reported that they did not experience any improper questions or comments in relation to various grounds. Of those who did:

Response	20%	40%	60%	80%	100%	Frequency	Count
No						89.1%	245
Prefer not to answer						3.6%	10
Racialized Persons or Visible Minorities						3.3%	9
Women						2.2%	6
First-generation Students (first in your immediate family to attend university)						1.1%	3
LGBTQ2SA+						0.7%	2
People with disabilities						0.7%	2
Indigenous Persons						0.4%	1
Neurodivergent Persons (e.g. Autism, Asperger's, ADHD, dyslexia, dyspraxia, dyscalculia, dysgraphia, Tourette Syndrome, etc.)						0.4%	1
People from an economically disadvantaged background						0.4%	1
Other (please specify)						0.4%	1
Student caregivers (dependents can include a minor child, aging parent or an adult with a disability)						0.0%	0
# of Responses							275

“Other” was specified as ‘Age’.

Survey respondents were given an opportunity to expand on the nature of the improper questions or comments they reported. Wherever employer names were shared, these comments were in full in individual employer reports.

Respondents identifying under the category ‘**Racialized Person or Visible Minorities**’ reported “microaggressions” and “insensitive racial term[inology]”; Respondents identifying as ‘**People with disabilities**’ reported difficulty obtaining interview accommodations, as well as improper questions relating to the disability itself. One respondent identifying under the category ‘**Women**’ reported experiencing improper comments by a male associate in relation to a firm initiative aimed at advancing women, and one respondent identifying under the category **LGBTQ2SA+** shared an anecdote about feeling “very unsafe and unwelcomed as a transgender person” during an interview.

IDENTIFYING OPPORTUNITIES

Choosing where to apply

In response to the question “What resources most influenced your decision about which employers to apply to for a 2024 summer position?”, the majority of respondents (**69.3% and 67.6%** respectively) relied on information found on the employer’s website or input from their personal networks.

Response	20%	40%	60%	80%	100%	Frequency	Count
Employer's website						69.3%	203
Input from friends/acquaintances/class mates/alumni						67.6%	198
Information gathered at an employer reception/event						44.4%	130
Information received from my Career Services/Development Office						28.7%	84
Canadian Directory of Legal Employers (nalpcanada.com)						25.9%	76
Information found on online student forums						13.7%	40
Employer's social media						4.8%	14
Other (please specify)						3.1%	9
# of Responses							293

“Other” included ‘Previous place of employment / experience with employer’, ‘Employer reputation’, ‘Information on viLaw’, ‘Direct outreach / coffee chats with current students and associates’, ‘I just applied broadly’, and ‘My own interest’.

In response to the question “What factors most influenced your decision about which employers to apply to for a 2024 summer position?”, the “employer’s culture” was identified as the most important:

Response	20%	40%	60%	80%	100%	Frequency	Count
Employer's culture						57.7%	169
Specific practice area strengths						48.5%	142
Office location (specific city or region)						35.5%	104
Salary/compensation						33.4%	98
Employer's hire back rate						27.0%	79

Training opportunities		23.9%	70
Employer's commitment to diversity and inclusion		20.8%	61
Employer's reputation on campus		20.5%	60
Employer's commitment to pro bono		8.9%	26
Flexible work setting or policies (e.g., option to work remotely or hybrid; flexible schedules, part-time schedules)		6.1%	18
Employer events and receptions		4.1%	12
Benefits, including parental leave		3.4%	10
Alumni at the organization		3.1%	9
Employer's published hiring criteria		2.7%	8
Other (please specify)		1.4%	4
		# of Responses	293

“Other” responses included ‘Job sector (public or private)’, ‘Prestige / reputation’, ‘Perception of EDI’, ‘Values’, ‘Employee assessment criteria and career development structure’, and ‘I applied everywhere’.

Slightly over half (**54.9%**) of survey respondents reported following employers of interest on social media. Of those who did, LinkedIn is the preferred platform:

Response	20%	40%	60%	80%	100%	Frequency	Count
LinkedIn						92.5%	149
Instagram						24.2%	39
X (formerly Twitter)						8.1%	13
Facebook						0.6%	1
Other (please specify)						0.6%	1
						# of Responses	161

“Other” remained unspecified.

STUDENT WELL-BEING

We asked students to self-report their overall level of stress during the recruitment process on a scale of 1 to 5. Over half (**53.6%**) of respondents indicated that they experienced level 5 stress –

this result is slightly increased compared with the last edition of this survey, and only one respondent reported that they did not experience any stress:

Response	20%	40%	60%	80%	100%	Frequency	Count
1 (None)						0.3%	1
2						3.1%	9
3						11.6%	34
4						31.4%	92
5 (Extremely high)						53.6%	157
						Mean	4.3
						# of Responses	293

“Transparency regarding the status of my candidacy” was overwhelmingly selected by respondents as the most effective type of information to ease stress levels ahead of interviews, followed by **‘Information about the type(s) of questions asked during the interview(s)’**:

Response	20%	40%	60%	80%	100%	Frequency	Count
Transparency regarding the status of my candidacy						82.8%	241
Information about the type(s) of questions asked during the interview(s) (e.g., behavioral)						51.9%	151
Intention to call emails ahead of interview call day						50.5%	147
Information about student outcomes in previous years						46.4%	135
Full information and details about the position, including salary/compensation						45.7%	133
Information about the format of the interview(s) (e.g., length, number of interviewers, platform used)						45.0%	131
Name(s) of interviewers						30.2%	88
Consistency of interview practices (e.g., interview platform)						29.9%	87
Other (Please specify):						5.2%	15
None of the above						4.1%	12
						# of Responses	291

“Other” included (summarized):

- Disallowing first-choice language / removing pressure to rank
- Eliminating Call Day
- Raising concerns in the last interview to give candidate an opportunity to address them
- Disclosing whether there would be a 2nd or 3rd interview or social events
- Disclosing how many candidates are interviewed vs. how many are hired
- Disclosing the reasons a candidate was not selected for an interview
- Disclosing the importance (or not) of scheduling an interview early / on the first day
- Informing a candidate when they are not moving forward
- Standard scheduling (timeslots) of in-firm interviews
- Clarity about the intention of questions: ‘Less of a vibe check’

“**Interview preparation**” was most often selected by respondents as the most helpful resource provided by law schools to help manage stress levels:

Response	20%	40%	60%	80%	100%	Frequency	Count
Interview preparation						59.9%	172
Information sessions						52.6%	151
One-on-one career advising						50.9%	146
Review of application materials						47.0%	135
Mentorship program						22.0%	63
I was not aware of/did not use any resources provided by my law school						10.1%	29
Wellness advisors / mental health counselling						7.0%	20
Other (Please specify):						1.4%	4
# of Responses							287

‘Other’ included ‘List of previous students at each organization’, ‘Guides’ and ‘None’.

The most helpful employer initiatives in managing stress levels were: “**Clear, detailed and up-to-date information on the employer’s website**”, followed by “**Timely notice when my candidacy is no longer being considered.**”

Response	20%	40%	60%	80%	100%	Frequency	Count
Clear, detailed and up-to-date information on the employer’s website						49.5%	137
Timely notice when my candidacy is no longer being considered						44.0%	122
Flexibility with interview scheduling						33.2%	92
Detailed job posting, including salary information						27.8%	77

Open Houses		22.0%	61
Informational interviews		16.2%	45
I was not aware of/did not take advantage of any of the initiatives offered by employers.		16.2%	45
Pre-recruitment support (e.g. mock interviews, cv review)		14.8%	41
Other (Please specify):		1.4%	4
# of Responses			277

“Other” included ‘Communicating information’, ‘Rest and Relaxation Lounge (Firm A)’, ‘Coffee chats’ and ‘None’.

CALGARY SUMMER 2024 RECRUITMENT

Respondents who applied to Calgary employers: **24 of 293 (8.2%)**

Respondents selected for on campus interviews (OCIs) with Calgary employers: **23 of 24**

Reported preference for OCI interview(s) to take place virtually or in person (regardless of experience) was split, with **10 of 23** of respondents selecting ‘In Person’ and **12 of 23** selecting ‘Virtual’. One respondent indicated that they did not have a preference.

Respondents selected for in-office interviews with Calgary employers: **19 of 24**

15 of 19 respondents indicated that the amount of time dedicated to recruitment events during the interview period was ‘Appropriate’ (**2** deemed it ‘Insufficient’ and **2** deemed it ‘Excessive’).

‘One-on-one chats with a representative of the employer’ (**14 of 18 respondents**) was most often selected as the most useful type of event in determining whether a student would accept an offer.

‘Interviews and a mix of individual and group social events’ (**11 of 19 respondents**) was most often selected as the preferred in-office interview period experience.

Respondents receiving job offers with Calgary employers: **7 of 19**

Respondents accepting job offers with Calgary employers: **7 of 7**

Reports of conduct deemed improper by employer protocol/other improper employer conduct during interviews: **4**

- **2** counts of ‘An employer communicated an offer of employment or an intention to offer employment prior to offer time’
- **1** count of ‘An offer remained open for less than the allotted time’
- **1** count of ‘I was subject to other improper conduct not listed’ (‘A partner at a firm suggested I should expect an offer on call day, but it never came’)

Awareness of Employer Protocol

Percentage of Students aware of the existence of the employer protocol: **17 of 19**

Students learned about the existence of the **employer protocol** from:

- Career Services/Development Office: **13 of 17**
- Employer: **3 of 17**
- Friend/Peer: **3 of 17**

Positive Comments

In response to the question: *Did you have any positive interactions with any employers during your Calgary in-firm interviews which you would like to specifically highlight?* There were **2** responses.

Student “felt respected” (1 comment):

“Even though I wasn't given an offer, I felt respected throughout the process. Compared with my colleagues' experiences at other firms, I felt like Firm A did a good job in this regard. For instance, a colleague of mine reached out to the firm to arrange a coffee with a certain person and was never responded to. Firm A did a good job giving me ample opportunity to learn about the firm through the interview and both large and small receptions and dinners. I got a phone call directly from their recruitment director telling me I was not going to be getting an offer, which I appreciated.”

Student appreciated the interview format (1 comment):

“During in-firms, they had multiple groups of people for the candidates to speak to and I liked having the breaks in between different groups of interviewers because it helped ease the tension - especially the firm tour break and the break to speak to the co-chairs of recruitment.”

Concerns

Experience or Interaction with employers that were contrary to recruiting guidelines or not appreciated by respondents (6 comments):

- “Sent very poor email communication, including the wrong emails to me.”
- “They said there was a set list of questions they would ask to make it fair but one of my friends didn't even get asked a question and they just talked for 20 minutes. He got a second interview. I didn't. And one of my interviewers just talked about [themselves].”
- “I was told the firm was not conducting second interviews (not including the OCI) and no students were being called back as the firm after the reception. I knew other students who were called back.”
- “The interview was supposed to be 20 minutes long, so you want to make the most of that time, and after I went into the room and sat down, it didn't even start for 2 minutes because the interviewers were chatting amongst themselves. Then, I was asked three formal questions, none of which had anything to do with any of my education, work experience, or accomplishments from the most recent 5 years.”
- “It seemed that the interviewers had already found the candidates they liked and when I came in they didn't ask much of me which definitely felt like a waste of time for me”
- “The firm was extremely behind schedule and showed no remorse for starting my 30-minute interview 20 minutes late and then my interviewers had to step out during parts for coffee.”

VANCOUVER SUMMER 2024 RECRUITMENT

Respondents who applied to Vancouver employers: **58 of 293 (19.8%)**

Respondents selected for on campus interviews (OCIs) with Vancouver employers: **51 of 58**

Respondents selected for in-office interviews with Vancouver employers: **45 of 58**

Respondents receiving job offers with Vancouver employers: **38 of 45**

Respondents accepting job offers with Vancouver employers: **38 of 38**

65.1% of respondents reported that they were 'not subject to any improper conduct during in-firm interview(s) or Interview Week. Of those who were subject to improper conduct, there were:

7 reports: 'An employer, either directly or indirectly, prior to the Offer Date, put pressure on me to accept an offer of employment or reveal my intention to do so.'

6 reports: "Other improper conduct not specified in the guidelines", which included intent-to-call emails being sent out well ahead of the designated period (2x), pressure to indicate first choice (3x) and cancellation of second interviews (1x).

4 reports: "An employer pressured me to spend excessive amounts of time with that employer to the exclusion of other employers"

3 reports: "An offer was made prior to 8:00 am on the Thursday of Interview Week"

Awareness of Vancouver Bar Association Guidelines

Percentage of Students aware of the existence of the VBA Guidelines and NALP Best Practices: **41 of 45 (91.1%)**

Students learned about the existence of the VBA Guidelines and Best Practices from:

- Career Services/Development Office: **32 of 41**
- Friend: **11 of 41**
- Vancouver Employer: **8 of 41**
- Vancouver Bar Association: **6 of 41**
- Other: **3 of 41** (specified: "I googled")

Positive Comments

In response to the question: *Did you have any positive interactions with any employers during Vancouver interviews which you would like to specifically highlight?* There were **5 comments:**

Students appreciated efforts by employers towards transparency and clear, timely communications (3 comments):

"Interviewer A was very kind and communicated well during the recruiting process. While I was disappointed to learn I was no longer being considered by the firm, I cannot say how helpful it was that I was notified in a timely manner (Tuesday afternoon). Had the firm not done this, I would

have focused less on other employers. I know other students who were not afforded the same courtesy by other firms and this negatively impacted their job search strategy.”

“The firm genuinely helped me get a better understanding of the firm and the type of work I would be doing as a summer student. I met so many people at the firm. I had multiple opportunities to meet people in different practice groups and this really helped me inform my decision. All of my questions received thoughtful and substantive answers. They were also transparent about not wasting our time by scheduling overly long interviews and I appreciated their honesty.”

“They communicated very clearly and directly during the in-firm process and I really appreciated this. I also really liked that their initial interviews were relatively short.

Students appreciated efforts by employers to be accommodating and flexible (2 comments):

“I really appreciated that the firm organized a lunch with a Partner in Ottawa prior to the week's recruit in Vancouver. It was so nice to get to interact with someone from the firm prior to making decisions about flying out to Vancouver for in-firms.”

“I greatly appreciated your flexibility and willingness to accommodate my schedule. I also appreciated that you were never pushy and never tried to make me drop other firms to prove my interest.”

Concerns

There were **9 comments related to** “experiences or interactions with employers that you did not appreciate”, “conduct contrary to recruiting guidelines” or “other improper conduct”:

Students reported feeling undue pressure to use “first choice” language (2 comments):

“This Vancouver employer called me at 8pm on Wednesday night to ask what I would say if they called me with an offer the next day. I had lunch with them earlier that day too and they asked me similar questions but the call was more explicit. I had already first choice another firm so I told them they were in my top two. They did not call me to offer a position.”

“Pressured me to tell them whether they were my first choice, then did not call to follow up on third day that I was not selected at 6pm.”

Students reported receiving intent-to-call emails outside of designated timelines (2 comments):

“Interview intention to call email sent in advance of permitted period placed unnecessary pressure on my decision regarding the offer and damaged my perception of the firm”

“Intention to call email was sent ahead of the designated time for intention to call emails. This added pressure to the decision about whether to accept/decline the in-firm interview given the previous correspondence.”

Students reported being ‘strung along’ and pressured to make choices early (4 comments):

“Be clear in your intentions to move or not move forward with a particular candidate. Failure to do

so can jeopardize student's from seeking a successful offer elsewhere.”

“Should not string candidates along.”

“Pressure to attend additional meetings”

“The rigidness/inflexibility for subsequent interview scheduling resulted in students being pressured to drop other firms early on in in firm week. This put unnecessary stress on students.”

One student commented that an interview offer was rescinded (1 comment):

“Second interview that was abruptly cancelled after being confirmed two hours earlier. The administration was also very disorganized in terms of scheduling.”

TORONTO SUMMER 2024 RECRUITMENT

Respondents who applied to Toronto employers: **241 of 293 (82.3%)**

Respondents selected for on campus interviews (OCIs) with Toronto employers: **231 of 241 (95.8%)**

Respondents selected for in-office interviews with Toronto employers: **213 of 241 (88.4%)**

Respondents receiving job offers with Toronto employers: **169 of 213 (79.3%)**

Respondents accepting job offers with Toronto employers: **166 of 169 (98.2%)**

60.4% of survey respondents reported that they were not subject to any improper conduct during in-firm interview(s). Of the **39.6%** who did, there were **191 reports** of conduct contrary to the LSO Recruitment Procedures, NALP Best Practices or other improper conduct:

“An employer attempted to solicit my intention to accept an offer, whether directly or indirectly, prior to the Offer Date” **(55 counts)**

“An employer communicated an intention to offer employment prior to the start time on Offer Day” **(38 counts)**

“An employer asked me to rank them or asked about my ranking of other employers” **(29 counts)**

“An employer advised me that the receipt of an offer was contingent on my indication that I would accept an offer if made” **(28 counts)**

“An employer pressured me to spend excessive amounts of time with that employer to the exclusion of other employers” **(20 counts)**

“An employer advised or encouraged me to cancel scheduled interviews with other employers” **(9 counts)**

“An employer communicated with me during the cooling off period on Offer Day” **(2 counts)**

“I was subject to other improper conduct not listed above” **(10 counts)**:

- “An employer knew about another employer I was interviewing at, and subsequently compared that employer at the interview”
- “An employer cancelled a second interview after it was offered”
- “I was told a few minutes before going into my second interviews by a partner that I was likely not going to be offered a position. This made my second interviews extremely difficult to sit through while regulating my emotions.”
- “Accommodation only offered for 17 min interview - but not 1h interview”
- “I was told (on the 3rd day of interview week) I would receive communication from the employer later that day, which I did not. I was told that I was a top candidate, but was not selected.”
- “[I] was given heavy indication that I would be given an offer from a firm and then was not given an offer”
- “Called before call day started (before 8am)”
- “Asked to provide an answer to an offer in less than 24 hours”
- “An employer requesting a decision after giving an offer at 5pm on offer day, before the 24-hour period had elapsed.

Awareness of Law Society of Ontario (LSO) Recruitment Procedures

Percentage of Students aware of the existence of the LSO Procedures: **208 of 213 (97.7%)**

Students learned about the existence of the LSO Procedures from:

- Career Services/Development Office: **79.7%**
- Friend: **30.9%**
- Toronto Employer: **15%**
- Law Society of Ontario: **21.7%**
- Other: **1%** (online forum)

Twelve (12) respondents reported not adhering to NALP Best Practices by choice. This represents a significant increase of eleven (11) counts, when compared with last year’s single report. They included the following reasons (reported verbatim):

- “For some employers it seemed as though if you didn’t communicate your intention to accept an offer, that no offer would be made”
- “Felt like it was necessary to the process”
- “When asked about rankings, a lot of pressure to response/give first choice language.”
- “I perceived it was to my benefit.”
- “You basically have to tell employers that you’ll accept if they hire you. First choice language is expected by the firms. If you don’t use this language, you’ll end up without offers.”
- “I felt pressured to do so”
- “First choice language is what students have to give regardless of guidelines. It is well known to everyone.”
- “I felt it was necessary to give first choice language in order to receive an offer”
- “I did perceive such conduct as necessary to participation in the process.”

Positive Comments

In response to the question: *Did you have any positive interactions with any employers*

during Toronto Interview Week which you would like to specifically highlight?

Students appreciated casual conversation and efforts to reduce pressure (5 comments):

“The dinner with members of the firm. It felt like a low pressure time to get to know the firm and truly understand the culture.”

“Having lunch with members of the team.”

“The format of the interviews (conversational) created a very friendly and comfortable environment, making my experience much more pleasant than I was expecting. I also really appreciated the fact that I was meeting some of the employer’s lawyers multiple days, allowing me to create a good connection with them. My experience was more than great”

“I really appreciated the mix of one on one and group events, as well as more casual reception and lunch”

“I appreciated that this employer provided an opportunity for students to speak one-on-one (no hiring panel members present) with a current articling student to answer questions about what it is like to work at the office.”

Students appreciated clear and responsive communication (7 comments):

“Forthright about who they were interviewing, how they were interviewing, and notice about the competition that I was up against in not receiving a job”

“Did not put pressure to first choice on day 2, which other firms did, and allowed me to have more time with people I requested on day 3 to make this decision. Were also honest about my standing within their recruit process without breaking guidelines”

“They made the entire process as stress-free as possible. They provided extremely detailed emails with information on interview length, type; instructions to navigate the building elevators; dinners, etc. Many other firms were vague or not timely in providing information which made it so difficult to schedule things ahead of time”

“They purely made decisions off the application package and the interviews and asking for a chat was not required to demonstrate interest. I appreciated the lack of mind games evinced throughout their process.”

“They were more transparent than any other firm I interviewed with. Their goal was to give candidates as much information as possible so they could make an informed decision.”

“At no point did I feel pressured by their lawyers, student committee members or my associate host. Everyone was courteous and respectful of my limited time. They gave clear signals about how my candidacy was progressing. My host gave me ample notice about who I would be meeting.”

“Timely communication of no longer considering my candidacy”

Students appreciated flexibility and accommodations (3 comments):

“Having the chance to do the interview virtually or in person.”

“Before infirms they sent an email which noted that, if clients wanted to infirm over Zoom, they would not penalize candidates for their backgrounds or pauses in their speech. The email also noted that if there was any accommodation they could make that could either accommodate a disability or "otherwise allow [a candidate] to put [their] best foot forward", they would do it. I appreciated the "best foot" language.”

“They were quite flexible in allowing me to schedule an alternative time to meet lawyers of their firm when I indicated I was unable to make it to the scheduled dinner.”

Students appreciated genuine kindness overall (8 comments):

“While I did not answer some of the firm's questions well at all, the lawyers who interviewed me were warm, welcoming, and made me feel comfortable. I did not receive a follow up interview but I left their office feeling good and more confident for my next interview.”

“I loved this firm. It was not my top choice going into the recruit, however, through my meetings with their amazing team I absolutely fell in love with the firm. I think it was extremely beneficial for me to hear comments about how the firm supports women without even asking the employer. I enjoyed how candied this employer was in terms of their expectations with students.”

“Good experience (even though I wasn't hired). Appreciate the learning opportunity — thanks!”

“I thought the interview questions were thoughtful and important. Interviewers were kind, welcoming, empathetic, and understanding. The feedback I received was extremely helpful.”

“You guys were just a lovely bunch. I loved my interview with you, a ton of laughs and I felt very comfortable. My coffee with you was also equally wonderful and I want to thank everyone on the team for that.”

“The Interviewers were the perfect balance of professional and friendly.”

“Just a firm filled with very genuine people who cared about the well-being of candidates.”

“The interviewers were friendly, professional, informative, and empathetic. I also appreciated the firm's open communication and the interview structure.”

Concerns

There were **14 reports** of “conduct contrary to recruiting guidelines”:

Students reported offers being extended in advance of offer call day (2 comments):

“I was notified by others involved in this process that they had already accepted an offer from this firm on the Monday night. My colleagues therefore barely participated in recruiting on Tuesday and Wednesday because they already knew they had accepted an offer.”

“Though this did not occur to me, it is my understanding that they extended an offer to a candidate in advance of the offer period.”

Students reported excessive pressure to indicate their first choice early in the interview

period (13 comments):

“Extreme pressure to first choice”

“I felt that there was undue pressure on me, on day two of interviews, to tell the firm that I would accept an offer if it was extended, or risk not being further considered as a candidate for the job. I felt that my inability to use “first choice language” with this firm negatively affected my chances of receiving an offer.”

“Pressuring into use of 1st choice language and then cutting us off on 3rd day with no time to spare”

“At the end of my infirm interview, my interviewer went over first-choice language and, without saying this explicitly, implied that, given that they were only hiring one summer student, they would only hire someone who expressed first-choice language.”

“Attempted to solicit information about whether they were my first choice.”

“Significant pressure to indicate that they were my first choice”

“I was told by my host that offers are not extended to students who indicate first choice so if I wanted an offer, I should make it explicit that they're my first choice. The host then sat with me during my meeting with the recruiter at the end of that day of interviews and I felt cornered.”

“I have heard about a number of firms who broke rules and showed significant interest in students (using phrases such as “we can really see you here” or “when you're at the firm”), only to cut them at 2:50 on day 3 or not call them at 5. These students had used “first choice language” which impacted their opportunities at other firms they were interviewing with.”

“In the middle of day 2 after my second round in-firm interview, my host implied that I better communicate first-choice language before the end of day to stay in the running.”

“I was told that if I was interested in the position, I should communicate this to the coordinator, implying that they would consider me moving forward if only I would rank them first.”

“Host asked me on the morning of Day 2 whether the firm was my “first choice”

“Pressure to first choice on day 2”

“I was advised to use first choice language by both a partner and my host.”

Students reported feeling pressure to spend an excessive amount of time with an employer (4 comments):

“Told us interviews would be shorter than they were. Kept us beyond scheduled time.”

“Asked me to indicate other employers I was considering so they could find an employee to tell me why they left that firm.”

“Partner at the firm compared their firm with another firm I was interviewing with. I had never mentioned that I was interviewing and choosing this other firm. The partner subsequently started to compare the two firms to convince me that this firm was better for me.”

“The firm of preference did not update me on my candidacy until the last moment- when they said no. By that time, other employers had said no because of my inclination toward the first firm.”

There were **additional reports** of “experiences or interactions with employers that you did not appreciate”:

Students reported unpleasant / inappropriate interactions during the interview period (2 comments):

“An interviewer was combative and insinuated I had used ChatGPT to write my cover letter.”

“For my virtual OCI, the employer started recording the meeting as soon as I entered. I am not certain if this is allowed, but this firm was the only one that recorded the OCI. They did not ask for my consent.”

Students felt misled in the process (4 comment):

“I would have appreciated some kind of notice that I had been dropped as a candidate so that I could’ve directed my efforts elsewhere.”

“It was unfair and unethical to tell individuals on day 2 they should feel very comfortable in their position and then schedule them for third day interviews when the same day very late in the evening the day 3 interviews were cancelled. There should have been more transparency about the uncertainty of candidates fate so that they had a chance to first choice and build stronger relationships with other firms. This happened to a large amount of candidates and left them in a very vulnerable position, such as without a job offer.”

“I was not informed my candidacy was not being considered after first-choicing this firm and thus was not able to sufficiently focus my efforts on another firm that had shown interest in me.”

“Avoid using language like “how can we make your decision easier” prior to the black out period if you have no intention to make an offer. It makes it appear to candidates they are in a position to receive an offer.”

APPENDIX A: COMPLETE SURVEY QUESTIONS

2024 Summer Recruitment in Toronto, Calgary, and Vancouver: Rate Your Experience

This national survey is being conducted by the Canadian Section of NALP (National Association for Law Placement) in order to collect feedback from students on the structured recruitment processes in major urban centres across Canada. The survey below focuses on the recruitment processes for **2L 2024 summer positions** in **Calgary, Vancouver** and **Toronto**.

Your completion of this survey is of critical importance. It will take approximately 10 minutes of your time. The survey is hosted on a secure website. The feedback you provide will be shared on an anonymous basis to inform recruitment best practices across Canada. Should an employer be referred to in the survey, a school side member of the NALP Recruitment Survey Working Group will provide the employer with the specific comments. Neither your name nor your school can be attributed to your comments by legal employers, as this information is not collected.

If you need to go back to a previous page while working on the survey, use the 'Back' button at the bottom of each page, NOT the back arrow in your browser.

We thank you in advance for taking the time to provide your anonymous feedback. If you have any questions or concerns about the survey, please contact your law school's Career Services/Development Office directly.

Please submit your survey by November 30, 2023.

Part I. The question below asks about demographic information.

Diversity, Equity & Inclusion are essential to the legal profession. In order to more accurately and consistently measure employers' success in recruiting excellence from a broad spectrum of individuals, we ask all respondents to consider answering this section. Individual responses to the survey will not be shared outside of the NALP Recruitment Survey Working Group (which is composed of members of law career development offices) and will be accessed by the Working Group members solely for the purposes of aggregating data. The aggregated results of this section will be used to assess and enhance the effectiveness of employers' outreach and recruitment efforts.

For the purposes of this section, "equity-seeking groups" include the groups listed below as well as other groups of individuals who may face systemic barriers that impact their access to the legal profession.

Do you belong to or identify with any of the following equity-seeking groups:

- Indigenous Persons
- Racialized Persons or Visible Minorities
- LGBTQ2SA+
- Women
- People with disabilities
- Neurodivergent Persons (e.g. Autism, Asperger's, ADHD, dyslexia, dyspraxia, dyscalculia, dysgraphia, Tourette Syndrome, etc.)
- People from an economically disadvantaged background
- First-generation Students (first in your immediate family to attend university)
- Student caregivers (dependents can include a minor child, aging parent or an adult with a disability)
- No
- Prefer not to answer
- Other (please specify) _____

Part II. The questions below ask about the start of your job search.

1. What resources most influenced your decision about which employers to apply to? (Check the three resources that were most important to your decision-making.)

- Canadian Directory of Legal Employers (nalpcanada.com)
- Employer's website
- Employer's social media
- Information received from my Career Services/Development Office
- Information gathered at an employer reception/event
- Input from friends/acquaintances/classmates/alumni
- Information found on online student forums
- Other (please specify) _____

2. Did you follow any of the employers you were interested in on social media?

- Yes
- No

If yes, which platforms did you use to follow them? (Check all that apply.)

- X (formerly Twitter)
- Facebook
- LinkedIn
- Instagram
- Other (please specify) _____

3. What factors most influenced your decision about which employers to apply to for a summer position? (Check the three factors that were most important in your decision-making process.)

- Employer's commitment to diversity and inclusion
- Employer's culture
- Employer's published hiring criteria
- Employer's hire back rate
- Employer's reputation on campus
- Office location (specific city or region)
- Alumni at the organization
- Employer events and receptions
- Specific practice area strengths
- Salary/compensation
- Benefits, including parental leave
- Flexible work setting or policies (e.g., option to work remotely or hybrid; flexible schedules, part-time schedules)
- Employer's commitment to pro bono
- Training opportunities
- Other (please specify) _____

Part III. The questions that follow ask about your experience with the interview process.

The following questions are specific to the Calgary 2024 2L summer recruitment process.

4. Did you apply to any Calgary employers for 2024 2L summer positions?

- Yes
- No (survey will skip to question 5)

4a. Were you selected for on campus interviews (OCIs) organized by your law school with Calgary employers?

- Yes (survey asks additional subquestion below)
- N/A. My school did not have OCIs, or the employers I applied to did not participate in OCIs. (survey skips to question 4b)
- No (survey skips to question 4b)

4.a.i. Regardless of whether your OCI interview(s) took place in person or virtually, what would have been your preferred format for this stage of the interview process?

- In Person OCIs
- Virtual OCIs

4b. Were you selected for the interview period?

- Yes

- No (survey will skip to question 5)

4c. During the interview period, was the amount of time dedicated to social events organized by the employer, including firm tours, receptions and dinners:

- Insufficient
- Appropriate
- Excessive
- I was not invited to participate in any social events (survey will skip to question 4f)

4d. In general, which type of social events were useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

4e. Regardless of your experience during the in-office interview period, what would you have liked to see included in the interview process?

- Interviews only
- Interviews and one-on-one social interactions with representatives of the employer
- Interviews and group social events
- Interviews and a mix of individual and group social events
- I have no preference

4f. Were you offered a summer position with a Calgary employer through this recruitment process?

- Yes
- No (survey will skip to question 4j)

4g. Did you accept a summer position with a Calgary employer through this recruitment process?

- Yes
- No (survey will skip to question 4j)

4h. If you received multiple offers, what most influenced your decision on which offer to accept? (Check the three factors that were most important in your decision-making process.)

- The people I met during interviews

- Employer's commitment to diversity and inclusion
- Employer's culture
- Employer's published hiring criteria
- Employer's hire back rate
- Employer's reputation on campus
- Office location (specific city or region)
- Alumni at the organization
- Employer events and receptions
- Specific practice area strengths
- Salary/compensation
- Benefits, including parental leave
- Flexible work setting or policies (e.g., option to work remotely or hybrid; flexible schedules, part-time schedules)
- Employer's commitment to pro bono
- Training opportunities
- Other (please specify) _____

4i. Were you aware that there is an employer protocol that regulates recruitment for 2L summer student hiring in Calgary?

- Yes
- No (survey will skip to question 4l)

4j. How did you learn about the existence of the employer protocol?

- Career Services/Development Office
- Calgary Employer
- Friend / Peer
- Other (please specify) _____

4k. Which, if any, of the conducts listed below and deemed improper by the employer protocol, or other improper employer conduct, did you experience during interviews?

- An employer communicated an offer of employment or an intention to offer employment prior to offer time
- An offer remained open for less than the allotted time
- I was subject to other improper conduct not listed above (please specify) _____
- I was not subject to any improper conduct during in-office interviews

Note that you will have an opportunity later in this survey to provide comments about any positive or improper conduct of specific employers and/or individuals during the interview period, which you directly experienced.

The following questions are specific to the Vancouver 2024 2L summer recruitment process.

5. Did you apply to any Vancouver employers for a 2024 2L summer position?

- Yes
- No (survey will skip to question 7)

5a. Were you selected for on campus interviews (OCIs) organized by your law school with Vancouver employers?

- Yes (survey asks additional subquestion below)
- N/A. My school did not have OCIs or the employers I applied to did not participate in OCIs. (survey skips to question 6b)
- No (survey skips to question 6b)

5.a.i. Regardless of whether your OCI interview(s) took place in person or virtually, what would have been your preferred format for this stage of the interview process?

- In Person OCIs
- Virtual OCIs

5b. Were you selected for the in-office interview period?

- Yes
- No (survey will skip to question 7)

5c. During the interview period, was the amount of time dedicated to social events organized by the employer, including one-on-one chats, firm tours, receptions and dinners:

- Insufficient
- Appropriate
- Excessive
- I was not invited to participate in any social events (survey will skip to question 6f)

5d. In general, which type of social events were useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

5e. Regardless of your experience during the interview period, what would you have liked to see included in the interview process?

- Interviews only

- Interviews and one-on-one social interactions with representatives of the employer
- Interviews and group social events
- Interviews and a mix of individual and group social events
- I have no preference

5f. Were you offered a summer position with a Vancouver employer through this recruitment process?

- Yes
- No (survey will skip to question 6j)

5g. Did you accept a summer position with a Vancouver employer through this recruitment process?

- Yes
- No (survey will skip to question 6j)

5h. If you received multiple offers, what most influenced your decision on which offer to accept? (Check the three factors that were most important in your decision-making process.)

- The people I met during interviews
- Employer's commitment to diversity and inclusion
- Employer's culture
- Employer's published hiring criteria
- Employer's hire back rate
- Employer's reputation on campus
- Office location (specific city or region)
- Alumni at the organization
- Employer events and receptions
- Specific practice area strengths
- Salary/compensation
- Benefits, including parental leave
- Flexible work setting or policies (e.g., option to work remotely or hybrid; flexible schedules, part-time schedules)
- Employer's commitment to pro bono
- Training opportunities
- Other (please specify) _____

5i. Were you aware that the Vancouver Bar Association (VBA) has voluntary guidelines which regulate the recruitment of summer and articling positions in downtown Vancouver, including both the VBA's Articling Interview Guidelines (the "Guidelines") and the NALP Best Practices for Vancouver Summer and Articling Recruitment Activities (the "Best Practices")?

- Yes
- No (survey will skip to question 6l.)

5j. How did you learn about the existence of the voluntary Guidelines and Best Practices?

- Career Services/Development Office
- Vancouver Bar Association
- Vancouver employer
- Friend / Peer
- Other (please specify) _____

5k. Which, if any, of the conducts listed below and deemed improper by the voluntary Guidelines or Best Practices did you experience during interviews?

- An offer was made prior to 8:00 am on the Thursday of Interview Week
- An employer, either directly or indirectly, prior to the Offer Date, put pressure on me to accept an offer of employment or reveal my intention to do so.
- An employer pressured me to spend excessive amounts of time with that employer to the exclusion of other employers.
- I was subject to other improper conduct (please specify) _____
- I was not subject to any improper conduct during in-firm interview(s) or Interview Week

Note that you will have an opportunity later in this survey to provide comments about any positive or improper conduct of specific employers and/or individuals during the interview period, which you directly experienced.

5l. Did you fail or opt not to adhere to any of the Best Practices?

- Yes (if 'Yes' please complete the item immediately below)
- No
- I was not aware of the existence of the Best Practices.

Please explain your reason for so doing (e.g. did you perceive such conduct as necessary to your participation in the process?)

The following questions are specific to the Toronto 2024 summer recruitment process.

6. Did you apply to any Toronto employers for summer 2024 2L positions?

- Yes
- No (survey will skip to the next section of the survey)

6a. Were you selected for on campus interviews (OCIs) organized by your law school with Toronto employers?

- Yes (survey asks additional subquestion below)

- N/A. My school did not have OCIs or the employers I applied to did not participate in OCIs. (survey skips to question 7b)
- No (survey skips to question 7b)

6.a.i. Regardless of whether your OCI interview(s) took place in person or virtually, what would have been your preferred format for this stage of the interview process?

- In Person OCIs
- Virtual OCIs

6b. Were you selected for the in-office interview period?

- Yes
- No (survey will skip to the next section of the survey)

6c. During the interview period, was the amount of time dedicated to social events organized by the employer, including one-on-one chats, firm tours, receptions and dinners:

- Insufficient
- Appropriate
- Excessive
- I was not invited to participate in any social events (survey will skip to question 7f)

6d. In general, which type of social events were useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

6e. Regardless of your experience during the interview period, what would you have liked to see included in the interview process?

- Interviews only
- Interviews and one-on-one social interactions with representatives of the employer
- Interviews and group social events
- Interviews and a mix of individual and group social events
- I have no preference

6f. Were you offered a summer position with a Toronto employer through this recruitment process?

- Yes
- No (survey will skip to question 7j.)

6g. Did you accept a summer position with a Toronto employer through this recruitment process?

- Yes
- No (survey will skip to question 7j.)

6h. If you received multiple offers, what most influenced your decision on which offer to accept? (Check the three factors that were most important in your decision-making process.)

- The people I met during interviews
- Employer's commitment to diversity and inclusion
- Employer's culture
- Employer's published hiring criteria
- Employer's hire back rate
- Employer's reputation on campus
- Office location (specific city or region)
- Alumni at the organization
- Employer events and receptions
- Specific practice area strengths
- Salary/compensation
- Benefits, including parental leave
- Flexible work setting or policies (e.g., option to work remotely or hybrid; flexible schedules, part-time schedules)
- Employer's commitment to pro bono
- Training opportunities
- Other (please specify) _____

6i. Were you aware that the Law Society of Ontario (LSO) has Recruitment Procedures and Best Practices that regulate recruitment for summer and articling positions in the City of Toronto?

- Yes
- No (survey will skip to question 7l.)

6j. How did you learn about the existence of the LSO Recruitment Procedures and Best Practices?

- Career Services/Development Office
- Toronto Employer
- Law Society of Ontario
- Friend / Peer
- Other (please specify) _____

6k. Which, if any, of the conducts listed below and deemed improper by the LSO Procedures or Best Practices, did you experience during interviews?

- An employer communicated an intention to offer employment prior to the start time on Offer Day;
- An employer attempted to solicit my intention to accept an offer, whether directly or indirectly, prior to the Offer Date;
- An employer advised me that the receipt of an offer was contingent on my indication that I would accept an offer if made;
- An employer asked me to rank them (or asked about my ranking of other employers on my priority list);
- An employer pressured me to spend excessive amounts of time with that employer to the exclusion of other employers;
- An employer advised or encouraged me to cancel scheduled interviews with other employers;
- An employer communicated with me during the cooling off period on Offer Day;
- I was subject to other improper conduct not listed above (please specify) _____
- I was not subject to any improper conduct during in-firm interview(s)

Note that you will have an opportunity later in this survey to provide comments about any positive or improper conduct of specific employers and/or individuals during the interview period, which you directly experienced.

6l. Did you fail or opt not to adhere to any of the LSO Recruitment Procedures or Best Practices for Toronto Summer and Articling Recruitment Activities?

The purpose of these Best Practices is to provide further clarity with respect to certain aspects of the recruitment process that are not directly addressed by the LSO Recruitment Procedures and/or the Guidelines. Accordingly, it is important that these Best Practices be read in conjunction with the applicable Recruitment Procedures, as well as the Guidelines.

- Yes (if 'Yes' please complete the item immediately below)
- No
- I was not aware of the existence of the Best Practices and/or LSO Recruitment Procedures.

Please explain your reason for so doing (e.g. did you perceive such conduct as necessary to your participation in the process?).

Part IV. The following questions pertain to all recruitment processes.

Note that you should only complete this part if you participated in at least one recruitment process in Fall 2023.

Please be as specific as possible when providing your feedback, whether positive or constructive. **It is particularly important that you identify the employers to whom your comments are addressed so that they can be shared with the right party.** Your comments will be passed on verbatim provided that you identify the employer and market, unless they contain profanity or are otherwise unconstructive.

7. How would you rate your level of stress during the recruitment process?
[1 to 5 rating, where 1 is none and 5 is extremely high.]

- 1 (None)
- 2
- 3
- 4
- 5 (Extremely high)

7a. Regardless of your experience during the recruitment process, what type of information, if any, would have eased your stress ahead of interviews?

- Full information and details about the position, including salary/compensation
- Information about student outcomes in previous years
- Information about the format of the interview(s) (e.g., length, number of interviewers, platform used)
- Consistency of interview practices (e.g., interview platform)
- Information about the type(s) of questions asked during the interview(s) (e.g., behavioral)
- Name(s) of interviewers
- Intention to call emails ahead of interview call day
- Transparency regarding the status of my candidacy
- Other (Please specify): _____
- None of the above

7b. What resources, if any, provided by your law school did you find helpful in managing your stress during the recruitment process?

- Information sessions
- One-on-one career advising
- Interview preparation
- Review of application materials
- Mentorship program

- Wellness advisors / mental health counselling
- Other (Please specify): _____
- I was not aware of / did not use any resources provided by my law school

7c. What initiatives, if any, offered by employers did you find helpful in managing your stress during the recruitment process?

- Clear, detailed and up-to-date information on the employer's website
- Detailed job posting, including salary information
- Flexibility with interview scheduling
- Timely notice when my candidacy is no longer being considered
- Pre-recruitment support (e.g. mock interviews, cv review)
- Informational interviews
- Open Houses
- Other (Please specify): _____
- I was not aware of / did not take advantage of any of the initiatives offered by employers.

8. During the interview process, did you experience improper questions or comments in relation to your belonging to / identification with one or more of the following equity-seeking groups: (Check all that apply.)

- Indigenous Persons
 - Racialized Persons or Visible Minorities
 - LGBTQ2SA+
 - Women
 - People with disabilities
 - Neurodivergent Persons (e.g. Autism, Asperger's, ADHD, dyslexia, dyspraxia, dyscalculia, dysgraphia, Tourette Syndrome, etc.)
 - People from an economically disadvantaged background
 - First-generation Students (first in your immediate family to attend university)
 - Student caregivers (dependents can include a minor child, aging parent or an adult with a disability)
- No
- Prefer not to answer
- Other (please specify) _____

8a. If you would like the employer to receive your anonymous feedback directly, please indicate the name of the employer(s) and market(s):

8b. If you are comfortable, please indicate what the improper questions and/or comments were.

9. Please use the items below to describe specific actions of employers which ran counter to the recruiting guidelines for the market in which it occurred, to comment on other improper conduct, or to note an experience with an employer that you especially appreciated. Select a market/recruitment, indicate the name of the employer, the kind of comment, and then complete your comment. If you wish to make a comment on another employer, click on 'Yes' where asked and a new page will be available. When you choose 'No', you will be taken to the end of the survey.

9a. Select the market/recruitment to which your comment applies.

- 1. Calgary 2L Summer Recruitment
- 3. Toronto 2L Summer Recruitment
- 4. Vancouver 2L Summer Recruitment

9b. Indicate the name of the employer:

9c. Select the kind of comment you wish to make.

- Conduct contrary to recruiting guidelines
- Experience or interaction with this employer that you did not appreciate
- Experience or interaction with this employer that you appreciated

9d. Your comment about this employer

Comment on another employer?

- Yes
- No (survey will skip to the end)

10. Please use the items below to describe specific actions of employers which ran counter to the recruiting guidelines for the market in which it occurred, to comment on other improper conduct, or to note an experience with an employer that you especially appreciated. Select a market/recruitment, indicate the name of the employer, the kind of comment, and then complete your comment. If you wish to make a comment on another employer, click on 'Yes' where asked and a new page

will be available. When you choose 'No', you will be taken to the end of the survey.

10a. Select the market/recruitment to which your comment applies.

- 1. Calgary 2L Summer Recruitment
- 3. Toronto 2L Summer Recruitment
- 4. Vancouver 2L Summer Recruitment

10b. Indicate the name of the employer:

10c. Select the kind of comment you wish to make.

- Conduct contrary to recruiting guidelines
- Experience or interaction with this employer that you did not appreciate
- Experience or interaction with this employer that you appreciated

10d. Your comment about this employer

Comment on another employer?

- Yes
- No (survey will skip to the end)