

Sari L. Springer

Office Managing Partner

181 Bay Street
Suite 3210
Toronto, ON M5J 2T3 Canada
main: (647) 256-4500
direct: (647) 256-4509
fax: (416) 865-9567
sspringer@littler.com



Focus Areas

Investigations
Hiring, Performance Management and Termination
Higher Education

Overview

Sari L. Springer has been practicing law for almost 30 years. She is a dedicated, compassionate, focused and efficient practitioner who leaves “no stone unturned” in servicing her clients.

Sari has developed a hybrid practice: focusing on employment law as well as higher education law.

In terms of her employment law practice, Sari acts for management to provide strategic, practical and thorough advice with respect to all matters that arise in the life cycle of the employment relationship. This includes advice and counsel regarding the promotion and onboarding process, the hiring process, and the myriad of issues that arise while the employee is employed, which are boundless. Sari has developed a particular proficiency in the human rights arena, having guided numerous clients through the complexities of employer obligations and successfully settling and defending high-stakes cases at the Human Rights Tribunal of Ontario.

In terms of her higher education practice, Sari has acted for multiple universities throughout her career and in particular has defended universities in connection with numerous human rights applications filed at the Ontario Human Rights Tribunal. In that regard, Sari has had an unblemished record of success in resolving these cases either by settling them at mediation, having the cases dismissed on a preliminary basis at summary hearing and/or having the cases dismissed following complex hearings on the merits.

Sari has also been lead counsel on several occasions for groups of universities across the province in the context of high stakes, precedent setting systemic discrimination cases, and has succeeded in having all of those cases dismissed.

Sari also regularly acts on behalf of faculties in the context of academic appeals at various levels of appeal within the universities' academic appeal system. Once again, Sari has achieved an unblemished record of success in upholding the faculty's decisions, winning those cases each and every time.

Sari's university practice also includes conducting highly sensitive internal investigations (sexual and workplace harassment most often) as well as overall reviews of the structure and leadership in departments as a whole. She also provides ongoing daily advice to her higher education clients to assist them in navigating diverse, time sensitive issues.

Professional and Community Affiliations

- Member, Toronto Chapter, Women Presidents' Organization
- Member, Canadian Bar Association
- Member, Ontario Bar Association
- Member, Canadian Association of University Solicitors
- Member, Conference Advisory Committee, Lancaster's 2020 Human Rights and Accommodation Conference, Toronto
- Board Member, Usher 1F Collaborative

Recognition

- Awarded, AV[®] Peer Review Rating, *Martindale-Hubbell*

Education

LL.B., University of Western Ontario, 1988

B.A., University of Toronto, 1985

Bar Admissions

Ontario, Canada

Publications & Press

Little World Cup Matchups Part 2: Short-Term Sick Pay

Little Insight

November 18, 2022

12 key developments in Canadian labour and employment law in 2021 – part 2

Human Resources Director Canada

January 18, 2022

24 Key Developments in Canadian Labour and Employment Law in 2021

Little Insight

December 16, 2021

Ontario, Canada Announces it Will Enter Step One of its Roadmap to Reopen Earlier than Anticipated

Little ASAP

June 8, 2021

Should Employers in Ontario, Canada Provide Employees with Paid Time Off to Get a COVID-19 Vaccine?

Little ASAP

March 17, 2021

14 Key Developments in 2020

Canadian HR Reporter

March 9, 2021

Supreme Court of Canada Clarifies Duty to Exercise Contractual Discretion in Good Faith

Little Insight

February 22, 2021

Planning the 2021 Workplace

Canadian Lawyer Magazine

February 4, 2021

14 Key Developments in Canadian Labour & Employment Law in 2020

Little Insight

January 7, 2021

Ontario, Canada: Human Rights Tribunal Awards Significant Damages to Employee Who Acquiesced to Sexual Relationship with Supervisor

Little Insight

October 26, 2020

Ontario, Canada: Human Rights Tribunal Finds Midwives Underpaid Due to Gender Discrimination

Little Insight

October 5, 2020

Ontario, Canada: Human Rights Tribunal Provides Guidelines on Conducting Sexual Assault Investigations

Little Insight

August 26, 2020

Bill 195 and the End of COVID-19 Declared Emergency Leave in Ontario, Canada: What it Means for Temporary Layoffs and Deemed Leave

Little ASAP

August 18, 2020

British Columbia, Canada: Human Rights Tribunal Dismisses Claim that University Faculty Member's Comment Constituted Sexual Harassment, Stating Entire Context Must be Considered

Little Insight

August 14, 2020

Supreme Court of Canada Upholds Constitutionality of Challenged Provisions of Federal Genetic Non-discrimination Act

Little Insight

July 24, 2020

Return to work survey gauges employers' concerns

The Lawyer's Daily

June 26, 2020

Government of Ontario, Canada Issues New Regulation Favourable to Employers During the COVID-19 Pandemic

Little ASAP

June 2, 2020

Can we take employees' temperatures?

Canadian HR Reporter

May 14, 2020

Canada Tweaking Workers' Compensation System in Response to COVID-19

World at Work

April 27, 2020

Canada: Cross Country Survey of Changes to Workers' Compensation System in Response to COVID-19

Little Insight

April 14, 2020

Canada: Federal Government to Provide 75% Wage Subsidy to Employers

Little ASAP

April 2, 2020

CANADA: COVID-19 (Coronavirus) – Employer FAQs

Little Insight

March 13, 2020

15 Key Developments in Canadian Labour & Employment Law in 2019

Little Insight

January 8, 2020

ONTARIO, CANADA: Not Discrimination to Provide Part-time Benefits to Employee Permanently Accommodated with Part-time Work Due to a Disability

Little Insight

December 4, 2019

Part-time benefits for employee working part time due to disability

The Lawyer's Daily

December 2, 2019

Canada: Alberta Court of Appeal Reminds Adjudicators to Take a Modern Approach to Sexual Misconduct in the Workplace

Little Insight

November 11, 2019

Little Attorneys Ranked in 2020 Chambers Canada Guide

Little Press Release

October 1, 2019

Think Before You Tweet: Arbitrator Finds Nova Scotia Employee's Breach of Confidentiality Agreement Absolves Employer of Payment Obligation

Little Insight

September 23, 2019

When employment contract frustrated, employer's duty to accommodate ends

The Lawyer's Daily

September 8, 2019

'Inherently impossible' to accommodate employee unable to work, finds Ontario court

Benefits Canada

September 6, 2019

Employment: North America - Canada (Ontario)

Little Report

August 29, 2019

Ontario, Canada: When an Employment Contract Is Frustrated Due to the Employee's Permanent Disability, the Employer's Duty to Accommodate Ends

Little Insight

August 28, 2019

Nova Scotia, Canada: Is Sex Addiction a Disability that Must be Accommodated?

Little ASAP

June 11, 2019

Employer's duty when employee watches porn, pursues pleasure in workplace

The Lawyer's Daily

June 10, 2019

Ontario, Canada: Arbitrator Reinstates Nurse Who Misappropriated Narcotics from Patients for Her Own Use and Falsified Records to Cover It Up

Little Insight

June 5, 2019

Canada: How to Manage Unresponsive Employees on Leave

Little Insight

May 2, 2019

Canada: How to Manage Unresponsive Employees on Leave

SHRM Online

May 1, 2019

Court of Appeal Affirms that Employees in British Columbia, Canada Must Continue to Meet a High Standard to Establish "Family Status" Discrimination

Little ASAP

April 22, 2019

Little Global Guide - Canada - Q2 2017

Little Global Guide Quarterly

July 11, 2017

Ontario Court of Appeal Confirms Law on Contract Provisions That Will Breach the Employment Standards Act in the Future

Little ASAP

April 13, 2017

Why HR Should Be Using Big Data in Legal Disputes

HRM Online

December 13, 2016

In Canada, Foreign Workers Seek to Use International Norms as the Standard of Care in Negligence Claims Against Multinationals Operating Overseas

Little Insight

September 16, 2015

Little Opens Toronto Office

Little Press Release

August 4, 2015

Speaking Engagements

Critical Legal Cases in Professional Faculty Accommodations: A Review

Strengthening Accessibility & Inclusion within Professional Programs, University of Toronto

June 15, 2022

Effective Partnering with Employees: How Employers Can Assist Victims of Domestic Violence

México City

August 12, 2021

The Limits on a Tribunal's Authority to Govern its Own Process

OBA Annual Update on Human Rights

May 26, 2021

Reflections on a Remarkable Career and Issues Facing Employers in These Difficult Times: The Right Honourable Beverly McLachlin, P.C., former Chief Justice of Canada

Little 2021 Virtual Executive Employer Conference

May 13, 2021

Mental Health in the Workplace - From a Life & Legal Perspective

South-West Regional Group Of Ontario Land Surveyors

April 14, 2021

Immunization Webinar and AGM

CAUS

March 5, 2021

Comparative Perspectives

Pay Equity and Issues of Inequality at Work, NYU Center for Labor and Employment Law

October 2, 2020

Accommodations for Disability in Postgraduate Medicine: Legal Considerations, Supporting Inclusivity and Overcoming Barriers

Women's College Hospital - Department of Psychiatry

September 10, 2020

Structuring Cross-Border Telecommuting and Remote Work Arrangements in the Era of COVID-19

August 5, 2020

How to Employ - and Payroll - an Overseas University Telecommuter in the Era of COVID-19

Canadian Association of University Solicitors

June 18, 2020

Discrimination, Intimidation and Harassment in OHNS: Real or Imagined?

University of Ontario Webinar

May 29, 2020

Now You Know: COVID-19 Legal Toolkit Webinar

UJA Federation of Greater Toronto

April 13, 2020

COVID-19 Strategies for APAC-Based Companies with Employees in North America

March 26, 2020

Supporting Wellness: Complexities and Challenges

9th Annual Donald Wasylenki Education Day, Toronto, ON

February 20, 2020

The Coronavirus: What Should Employers Be Doing Now

Toronto, ON

February 6, 2020

Accommodation of Nursing Students in Practicum Settings

Council of Ontario University Programs in Nursing (COUPN)

January 27, 2020

2019 Canada Conference

Toronto, ON

November 21, 2019

Emerging Themes and Complexities in Student Accessibility

University of Toronto Tri-campus Accessibility Workshop

Nov 15, 2019

Must We Approve Every Accommodation Request? A Legal Perspective

Inter-University Disability Issues Association

Nov 7, 2019

Mental Health in the Workplace: From a Life and Legal Perspective

Benchmark Benefit Solutions Seminar, Toronto

September 25, 2019

Employment Law Update 2019

Toronto, ON

May 28, 2019

Best Practices in Accommodating Practicums, Placements and Labs for Students with Disabilities

University of Toronto

May 2-3, 2019

The Complex World of Human Rights in Higher Education

Law Society of Ontario 7th Annual Human Rights Summit

December 4, 2018

2018 Canada Conference

Toronto, ON

November 16, 2018

How to Remain off the Front Page of the Globe & Mail: A Due Process and Human Rights Law Primer for Clinical Chairs

University of Toronto, Faculty of Medicine, Clinical Chairs Retreat

October 25, 2018

The Ever Evolving Landscape of Employment Law in Canada

Toronto, ON

September 21, 2018

Latest Legal Developments in Ontario

August 20, 2018

#NotYouToo: How to Conduct Legal Investigations in the Aftermath of #MeToo

Toronto, ON

June 8, 2018

Jewish Lawyers Comparative Law Seminar

Toronto, ON

May 23, 2018

Good-bye 2017, Hello 2018: The Canadian Legal Landscape is Changing

Toronto, ON

February 20, 2018

Lessons Learned from UBC & Dunkley

Toronto, ON

multiple presentations in 2018

Second Annual Canada Conference

Toronto, ON

November 1, 2017

Employment Law Update 2017

Toronto, ON

September 18, 2017

Medical Marijuana and High Heels in the Canadian Workplace

May 24, 2017

Important Employment Decisions for 2016 Affecting the Workplace

Toronto, ON

February 28, 2017

Inaugural Canada Conference

Toronto, ON

November 21, 2016

New England's Neighbor to the North: What Makes Canadian Employment Law Uniquely Canadian?

2016 New England Employer Conference, Burlington, MA
October 13, 2016

2016 Hot Topics for Ontario Employers

Toronto, ON
September 29, 2016

Canadian Legal Update – July 2016

July 27, 2016

Canadian v. U.S. Employment Law: Six Minutes at a Time

The 2016 Executive Employer Conference
May 5, 2016

Conducting Lawful Investigations: An Interactive Program for Internal Investigators

Toronto, ON
November 24, 2015

Little Global Primera Conferencia en México y Monterrey

W Ciudad de México Calle Campos Elíseos 252, Miguel Hidalgo, Polanco, 11560 México, Distrito Federal
November 11, 2015

Little Global Mexico Conference

W Mexico City Calle Campos Elíseos 252, Miguel Hidalgo, Polanco, 11560 Mexico City, D.F., Mexico
November 11, 2015

Little Global Primera Conferencia en México y Monterrey

NH Collection Monterrey Av. José Vasconcelos 402, Valle de Santa Engracia, 66268 San Pedro Garza García, NL, México
November 10, 2015

Little Global Mexico Conference

NH Collection Monterrey Av. José Vasconcelos 402, Valle de Santa Engracia, 66268 San Pedro Garza García, NL, Mexico
November 10, 2015