



---

# TOWARDS A HEALTHY AND SUSTAINABLE PRACTICE OF LAW IN CANADA



Phase II | 2022-2024

## RESEARCH REPORT **SASKATCHEWAN**

Under the scientific direction of  
Prof. Nathalie Cadieux, Ph.D. CRHA

---

This report was produced with the financial support of the Social Sciences and Humanities Research Council of Canada under the Partnership Development program.



Conseil de recherches en  
sciences humaines du Canada

Social Sciences and Humanities  
Research Council of Canada

Canada

**All rights reserved**

ISBN – 978-2-925533-15-3

Information from this report may be used without payment of royalties but must be cited as follows:

Cadieux, N., Bélanger, M.-A., Camille, A. B., Hovington, L., Cadieux, J., Morin, É., Pomerleau, M.-L., Gahunzire, J., Guin, M.-M., Labelle-Deraspe, R. (2024). Research report: Towards a healthy and sustainable practice of law in Canada. Saskatchewan report. National study on the health and wellness determinants of legal professionals in Canada, Phase II (2022-2024). Université de Sherbrooke, Business School, 39 pages.

## Authors of this report

**Prof. Nathalie Cadieux, Ph.D., CRHA**

Principal Researcher

**Marc-André Bélanger, M.Sc.**

Research Professional

**Audrée Bethsa Camille, MSc, CRHA**

DBA candidate, Research Assistant

**Léa Hovington**

Master's candidate in administration,  
Research Trainee

**Prof. Jean Cadieux, Ph.D.**

Co-researcher and Statistical Director

**Éveline Morin, M.Sc.**

DBA candidate, Research Assistant

**Marie-Louise Pomerleau**

Master's candidate in administration,  
Research Assistant

**Josbert Gahunzire, M.Sc.**

DBA candidate, Research Assistant

**Prof. Marie-Michelle Gouin, Ph.D. CRIA**

Co-researcher

**Prof. Rémi Labelle-Deraspe, Ph.D. CRHA**

Research Associate

## Acknowledgements

This report is part of Phase II of the national project "Towards a Healthy and Sustainable Practice of Law in Canada".

The authors of this report would like to extend their warmest thanks all the legal professionals working in Saskatchewan who agreed to participate in this project. Sharing your experiences has helped to contextualize the challenges of practicing law in Saskatchewan.

The research team would also like to acknowledge the support of the entire Canadian legal community in carrying out this second phase, and in particular the support of the Law Society of Saskatchewan, the Federation of Law Societies of Canada, the Canadian Bar Association and the Steering Committee set up to support the realization and coordination of this national project.

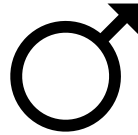
# Table des matières

<b>INTRODUCTION .....</b>	<b>3</b>
<b>1.1 THEME 1   TRAINING AND MENTORSHIP .....</b>	<b>4</b>
<b>PORTRAIT OF PARTICIPATING MENTEES IN SASKATCHEWAN .....</b>	<b>4</b>
<b>THE EXPERIENCE OF THOSE ARTICLING IN SASKATCHEWAN .....</b>	<b>6</b>
<b>THE KNOWN BENEFITS OF EARLY CAREER MENTORSHIP .....</b>	<b>8</b>
<b>BEYOND THE DIRECT EFFECTS OF MENTORSHIP... ..</b>	<b>8</b>
<b>THOUGHTS ON THE OBSTACLES TO MENTORSHIP IN LEGAL PRACTICE .....</b>	<b>10</b>
<b>1.2 THEME 2   WORK-LIFE BALANCE .....</b>	<b>11</b>
<b>WORK-LIFE CONFLICT: WHAT DOES IT REFER TO?.....</b>	<b>11</b>
<b>WORK-LIFE CONFLICT AND THE CHARACTERISTICS OF SASKATCHEWAN PROFESSIONALS AFFECTED BY IT .....</b>	<b>11</b>
<b>WORK-LIFE CONFLICT: AN ISSUE EVEN BEFORE STARTING A FAMILY.....</b>	<b>13</b>
<b>1.3 THEME 3   WORKING CONDITIONS AND COGNITIVE DEMANDS .....</b>	<b>16</b>
<b>PORTRAIT OF WORK CONSTRAINTS FACING LEGAL PROFESSIONALS .....</b>	<b>16</b>
Factual... but also an emotional overload.....	16
Professional culture, hours worked... and billable hours .....	18
<b>PORTRAIT OF RESOURCES AT WORK AMONG LEGAL PROFESSIONALS.....</b>	<b>18</b>
<b>THE IMPACT OF CONSTRAINTS AND RESOURCES ON THE MENTAL HEALTH OF LEGAL PROFESSIONALS .....</b>	<b>19</b>
<b>1.4 SOLUTIONS SUGGESTED BY LEGAL PROFESSIONALS .....</b>	<b>22</b>
<b>PROMOTING DIVERSITY IN THE PROFESSION.....</b>	<b>22</b>
<b>ACTIONS TO PROMOTE A HEALTHY WORKING CLIMATE IN THE LEGAL PROFESSION .....</b>	<b>22</b>
<b>SETTING UP AND SHARING TOOLS THAT MAKE DAY-TO-DAY WORK EASIER .....</b>	<b>23</b>
<b>1.5 INITIATIVES IN PLACE FOR A HEALTHY AND SUSTAINABLE PRACTICE OF LAW IN SASKATCHEWAN .....</b>	<b>25</b>
<b>1.6 TARGETED RECOMMENDATIONS   PHASE II.....</b>	<b>29</b>
<b>RECOMMENDATION 1 .....</b>	<b>29</b>
<b>RECOMMENDATION 2 .....</b>	<b>30</b>
<b>RECOMMENDATION 3 .....</b>	<b>30</b>
<b>1.7 SUPPORT RESOURCES AVAILABLE FOR LEGAL PRACTITIONERS IN SASKATCHEWAN .....</b>	<b>32</b>
<b>BIBLIOGRAPHY .....</b>	<b>34</b>

# Phase I participants description: Law Society of Saskatchewan



**46.0%** of **women**  
with an average  
age of **44.4** years

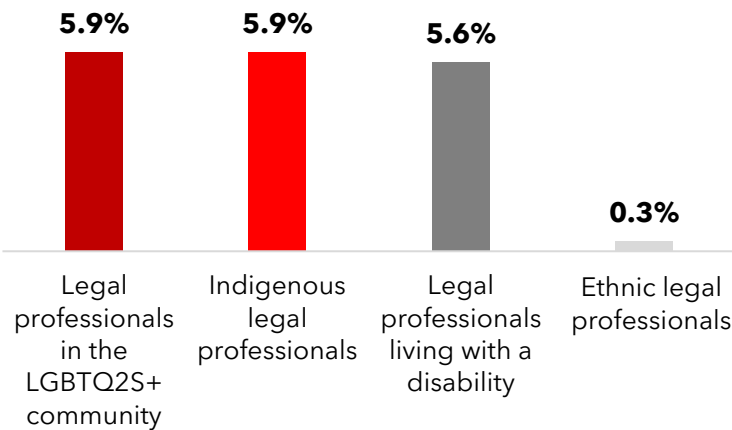


**51.6%** of **men**  
with an average  
age of **50.6**

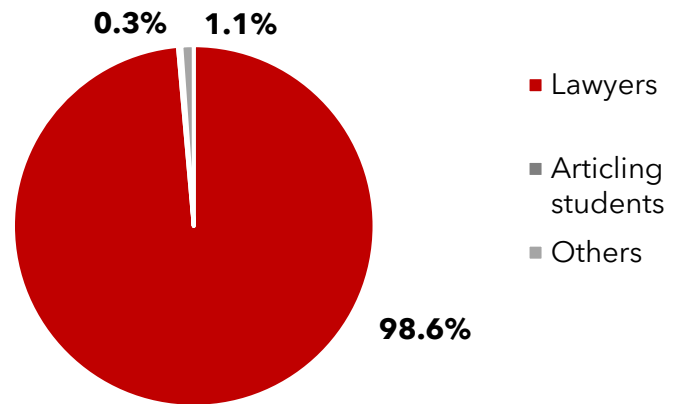


**0%** of **non-binary**  
people among  
participants

Portrait of **diversity** among participating legal professionals in Saskatchewan (*n* = 289)



Proportion of participating legal professionals in Saskatchewan by **profession** (*n* = 289)



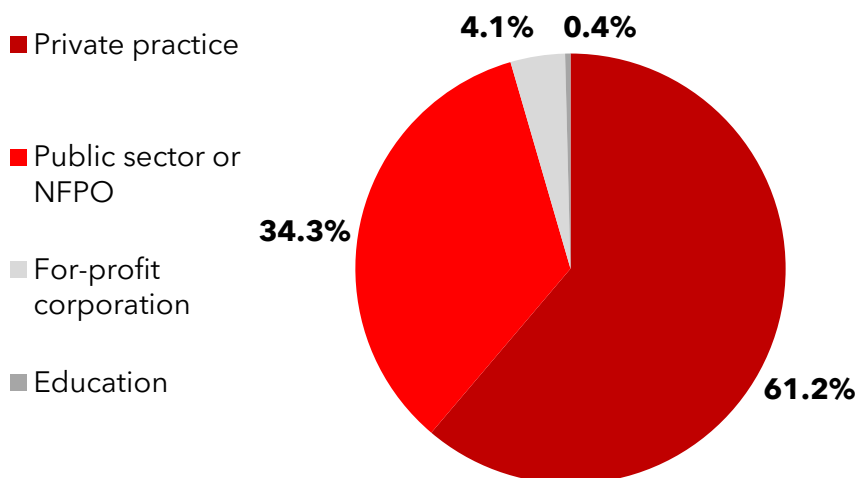
**50.9%**

Participating legal professionals in Saskatchewan are members of the Canadian Bar Association CBA (*n* = 289)

**3.5%**

Participating legal professionals in Saskatchewan are qualified from the National Committee on Accreditation NCA (*n* = 286)

Proportion of participating legal professionals in Saskatchewan by **work setting** (*n* = 268)

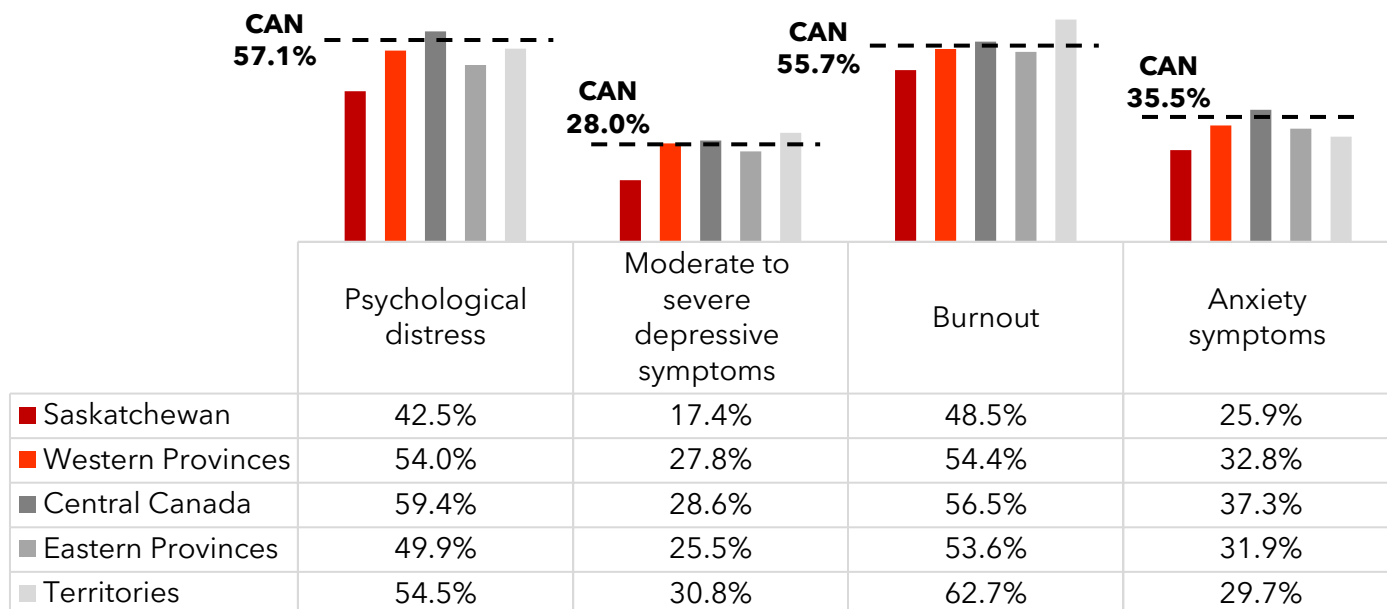


## Area of practice:

- Family Law (30.8%)
- Criminal Law (25.6%)
- Civil Litigation (30.8%)
- Business, Corporate and Commercial Law (30.8%)
- Human Rights, Public and Administrative Law (8.7%)
- Labour and Employment Law (22.5%)
- Real Property (34.6%)
- Wills, Estates and Trusts (36.3%)
- Alternative Dispute Resolution (10.7%)
- Other (10.7%)

# Mental health indicators (Phase I): Law Society of Saskatchewan

Proportion of mental health indicators among participating legal professionals in Saskatchewan by Canadian geographical regions (n = 6,901)



**21.6%**

Participating legal professionals in Saskatchewan who have had **suicidal thoughts** since the beginning of their career (n = 259). The average in Canada is **24.1%**



**37.8%**

Participating legal professionals in Saskatchewan did not seek **help for their mental health issues, even though they felt the need to do so** (n = 283). The average in Canada is **46.8%**.

Three main reasons for not seeking help:

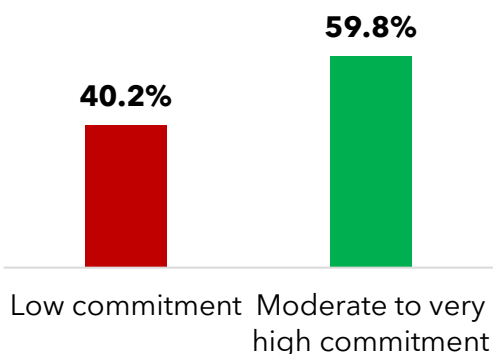
1. Thoughts that the issue is temporary **20.4%**
2. Lack of energy of seeking help **12.1%**
3. Not being sure about help necessity **9.3%**



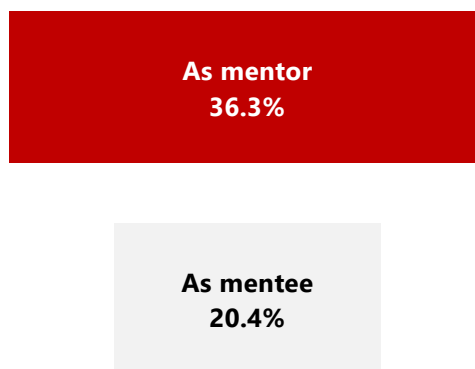
**5.9%**

Participating legal professionals in Saskatchewan who have taken **more than three months of medical leave** in the last five years (n = 289)

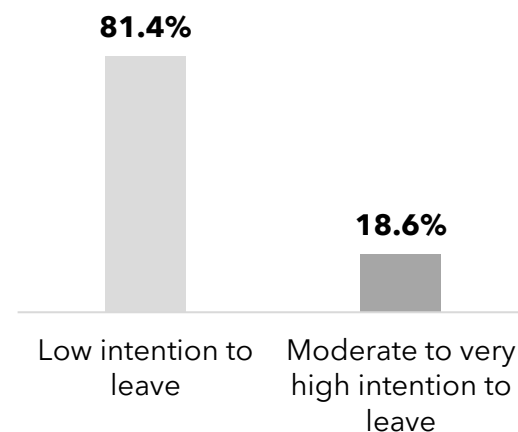
Proportion of **affective commitment to the profession** among legal professionals in Saskatchewan (n = 289)



Proportion of **mentorship participation** among participating legal professionals in Saskatchewan (n = 289)



Proportion of **intention to leave the profession** among participating legal professionals in Saskatchewan (n = 236)



## INTRODUCTION | HEALTH AND WELLNESS PRIORITIES IN THE PRACTICE OF LAW IN SASKATCHEWAN

This report is part of Phase II of the "Towards a Healthy and Sustainable Practice of Law in Canada" project. Funded by the Social Sciences and Humanities Research Council of Canada, this report has three main objectives:

- 1) Paint an accurate picture of the main psychological health and wellness issues in the workplace among legal professionals working in Saskatchewan based on the Canadian data collected in Phase I (Cadieux et al., 2022);
- 2) Contextualise the quantitative results obtained in Phase I through interviews with professionals working in Saskatchewan;
- 3) Make targeted recommendations to address the major health and wellness issues facing legal professionals in Saskatchewan.

Objective 1 was made possible by the use of quantitative data collected in Saskatchewan during the first Phase of this national project ( $n = 146$ ). The second objective is based on qualitative data collected through interviews. As part of Phase II, 15 Saskatchewan legal professionals volunteered for a semi-structured interview; 1 was an articling student and 14 were lawyers. Participants were then selected ( $n = 7$ ) and semi-structured interviews were conducted with them. In order to identify the priorities of legal professionals working in Saskatchewan, a list of 10 key themes arising from the first phase of this project (Cadieux et al., 2022) was included in the invitation sent to potential participants via their law society. These themes deal with the determinants of health and well-being in the practice of law. When registering their interest in participating in an interview, legal professionals were asked to rank each of these priorities in order of importance. The three themes that were most important to them were then selected for the purposes of this report. Table 1 shows the priorities of these professionals in order of importance.

**Table 1**

Prioritization of mental health and wellness themes according to participating legal professionals working in Saskatchewan who expressed an interest in being interviewed

<b>Theme</b>	<b>Content</b>	<b>Number of legal professionals for whom the theme is in the top 3 of important themes to address</b>
<b>1</b>	<b>Training and mentorship</b>	<b>8</b>
<b>2</b>	<b>Work-life balance</b>	<b>7</b>
<b>3</b>	<b>Working conditions and cognitive demands</b>	<b>6</b>
4	Coping strategies and lifestyle	5
5	Diversity and inclusion in the practice of law in Canada	4
6	Regulation and practice review	4
7	Return to work after a prolonged medical leave/absence	3
8	Technology and legal practice (technostress)	3
9	Billable hours	2
10	Telework	1

Based on Table 1, this report addresses the three themes that were most often reported as priorities: (1) training and mentoring, (2) work-life balance, and (3) working conditions and mental workload. The results presented for each theme are based on the quantitative data obtained during Phase I in Saskatchewan ( $n = 146$ ) and on the interviews conducted ( $n = 7$ ).

## 1.1 THEME 1 | TRAINING AND MENTORSHIP

*Authors: Prof. Nathalie Cadieux, Ph.D. CRHA, Léa Hovington, M.Sc. candidate*

---

The first topic on which legal professionals in Saskatchewan wanted to discuss was training and mentorship. This is an important subject, since young people articling or being mentored represent the future of the profession. Every year, the Saskatchewan bar welcomes nearly a hundred new aspirants to the profession. Yet only a minority of them have access to a mentorship programme. In Saskatchewan, specifically, only 15.1% of Phase I participants were able to benefit from the advice of a mentor.

Yet studies tend to highlight the protective effects of mentoring for young professionals, particularly with regard to mental health. Phase I of this project revealed that 59.4% of legal professionals in Canada experience psychological distress. This percentage rises to 72% among articling students (Cadieux et al., 2022), i.e. university law graduates (LL.B.) who are articling for 6 to 12 months.

During this mandatory training, which precedes access to the profession, stress seems to be omnipresent. The already competitive atmosphere of university training (Law, 2001; Chartrand et al., 2001) sets the stage for the next stage — which is sometimes considered difficult — that awaits those articling students. Among the stress factors, lack of time, the difficult context in which assignments must sometimes be carried out (Law, 2001), conditions unfavorable to learning (Blair, 2022; Law, 2001) and a high workload (Blair, 2022) are said to contribute to stress and anxiety levels of those articling (Jochelson et al., 2021).

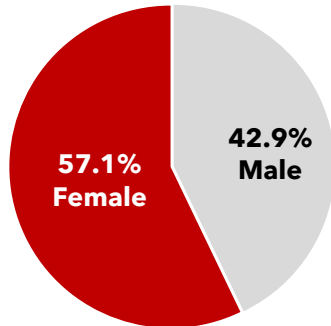
Studies have shown that mental health is associated with the intention to leave the profession. For example, studies support that stress (Beaudry, 2019; Van des Heidjen et al., 2019; Jochelson et al., 2021), fatigue (Beaudry, 2019), high work demands (Beaudry, 2019; Van des Heidjen, 2019) and burnout (Beaudry, 2019; Van des Heidjen et al., 2019) contribute to the intention to leave the profession. According to Cadieux et al. (2022), 55.9% of participating articling students would be somewhat to strongly likely to leave the practice of law to accept another job at the same level of remuneration. However, it is crucial to maintain the commitment of these articling students.

### **PORTRAIT OF PARTICIPATING MENTEES IN SASKATCHEWAN**

An analysis of the profile of mentees in Saskatchewan, as shown in Graph 1, reveals that more female participants in Saskatchewan have participated in a mentoring program than their male colleagues. However, these figures do not reflect the reality in the workplace: in Saskatchewan, fewer female lawyers are mentored than their male colleagues (Law Society of Saskatchewan, 2016). Graph 2 also shows that the majority of participating mentees are in private practice.

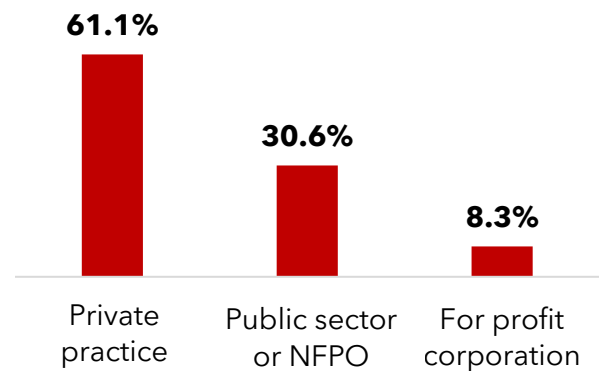
**Graph 1**

Proportion of participating legal professionals in Saskatchewan who participated in a mentoring program in Saskatchewan, by gender ( $n = 35$ )



**Graph 2**

Distribution of mentees by sector of activity among participating legal professionals in Saskatchewan ( $n = 36$ )



Box 1 sets out the questions that were put to the participating professionals on this theme, which were also used to fuel the discussion on the subject of training and mentorship.

**Box 1**

Questions raised during interviews conducted in Saskatchewan with professionals participating in Phase II on the theme of training and mentorship

- 1. Tell me about the preparation for practice you received from your legal studies.**
  - How has this training prepared you for the challenges you face in the practice of law?
  - What are the aspects of professional practice that you were best prepared for?
  - What were you least prepared for?
- 2. Tell me about the training you received during your bar admission program with your law society and/or during your articling/internship, or case practices.**
  - How has this training prepared you for the challenges you face in your practice?
  - What are the professional elements that you were best prepared for?
  - What were you least prepared for?
- 3. Considering the challenges you have faced since the pandemic began, what would you identify as the biggest shortcomings in your development as a professional?**
  - Inversely, what have you learned from your experience during the pandemic that you will apply to your law practice from now on?
- 4. What are your thoughts on the contribution of mentorship to the training of legal professionals who are early in their careers?**
  - Have you had a mentor?
  - What is your experience of mentorship?
- 5. In your opinion, how does mentorship encourage the development of practice and skills that may help to protect the health and wellness of legal professionals?**

## THE EXPERIENCE OF THOSE ARTICLING IN SASKATCHEWAN



In 2019, articling training in Saskatchewan was evaluated<sup>1</sup>. While many participants said they were satisfied with their experience overall, only 45% said they were well prepared to enter the profession (Law Society of Saskatchewan, 2019). Conversely, more than one in two participants in this evaluation (55%) said they lacked confidence in their training and felt only somewhat prepared or not at all prepared for entry-level practice (Law Society of Saskatchewan, 2019). It is easy to see why, when the report states:

*"Mentorship and guidance is a top challenge for all those involved. Students also struggle with lack of clarity and structure and heavy workloads, while principals, recruiters and mentors struggle with lack of mentorship training and resources and providing a variety of experiences."* (Law Society of Saskatchewan, 2019: 45).

In an effort to improve the articling experience, articling supervisor preparation training is now available (as of 2022) through the Law Society of Saskatchewan<sup>2</sup>. In addition to changes in the training of future practitioners, this measure is an important step aimed at strengthening the skills of articling students in areas for which they may feel less prepared (Law society of Saskatchewan, 2019). Box 2 contrasts the competencies for which articling students said they were better prepared and those for which there are still some gaps, according to the same report (Law society of Saskatchewan, 2019).

### Box 2

The skills best developed and least developed during training, according to Saskatchewan articling students  
(Source: adapted from Law Society of Saskatchewan, 2019)

 <b>Competencies best developed among those aspiring to join the profession</b>	<b>Competencies least developed among those aspiring to join the profession</b> 
<ul style="list-style-type: none"><li>- Capacity to analyse</li><li>- Communication skills</li><li>- Ethics and professionalism</li><li>- Knowledge of basic legal issues</li></ul>	<ul style="list-style-type: none"><li>- Management practices</li><li>- Management of client relations</li><li>- Aspects of being a legal professional</li><li>- Adjudication and dispute resolution</li></ul>

<sup>1</sup> This report is available at the following address: [https://www.lawsociety.sk.ca/wp-content/uploads/2023/02/lss\\_articlingreport\\_september-5-2019.pdf](https://www.lawsociety.sk.ca/wp-content/uploads/2023/02/lss_articlingreport_september-5-2019.pdf)

<sup>2</sup> To find out more about this training course, visit: <https://www.lawsociety.sk.ca/courses/principal-training-course/>

When we asked one of the participants to tell us about his preparation as part of his academic training, the findings seemed to reinforce those of the assessment carried out in 2019. He emphasized the contribution of his training in enabling him to integrate fundamental knowledge linked to the practice of law, while highlighting the gap that remains in terms of practical know-how.

”

**Interviewer:** "Tell me about the preparation for the practice you received from your legal studies?"

**Participant:** "Hmm. Very little. I mean, it was great for the fundamentals. You know, learning evidence and admin and property and contracts and writing and research and what not. I went straight into public work out of school, so I was in the court setting, reviewing and writing for the judges, doing research. So that was [an] unbiased or neutral role on reviewing the law. So, when it came to me going into advocacy, you know, working for I think one party or the other applicant or defendant or what [they] have, that was an area that I struggled with because I didn't have much experience in school or in my tackling of preparing court documents or negotiating documents." **SK-6**

The observations made by two other participants in Saskatchewan also point to training-related shortcomings. Sometimes these shortcomings relate generally to the match between the articling experience and the work to be done in the context of actual professional practice.

”

"Compare what I'm doing now to how I was trained. Honestly, I don't think the legal education system, or the articling process are very good." **SK-4**

"I didn't have much training in terms of like how to have critical conversations with clients, with colleagues, more so with clients." **SK-6**

Sometimes the shortcomings raised relate more specifically to supporting young people at the start of their professional career, including support through mentorship activities.

”

"I think mentorship is the ultimate failing of the legal profession, it would be the point I tried to stress across the board. It's terrible. It doesn't exist." **SK-5**

"Most people either don't have the time, don't take the time or don't have the interest or all three to actually properly develop young lawyers. I would say it is an exceptionally rare person that takes the time and actually does that because a lot of it [is] going to be non-billable and you're not going to really necessarily be compensated for it and even in any way." **SK-5**

These shortcomings contribute to making the start of professional practice more complex in a context where young practitioners lack the tools they need and are sometimes exposed to stress that could be reduced by better support and benevolent integration practices, as one of the participants in Saskatchewan testified.

”

"It's kind of like a "freeze the bird by fire". I think it's the metaphor they want to just throw you in and see if you can take it, but it just like to me seems to cause unnecessary stress, and trying to reinvent a wheel that already exists is highly inefficient." **SK-6**

"So, it was hard to get templates. I think it was like... I had to invent everything from the bottom up. And even though, like most of the law is like taking templates and copy pasting things and then like adding in your own analysis. [So,] I didn't have a background in knowing like what the templates would look like. So that was really a struggle to do [all] that work, especially because that firm refused to assign me an assistant. So usually, [they are] the people who organize all that stuff. So, I had to try to do everything on my own." **SK-6**

”

## **THE KNOWN BENEFITS OF EARLY CAREER MENTORSHIP**

Mentorship, through its ability to strengthen cross-disciplinary skills essential to professional practice, is said to be a protective factor against work-related stress (Cadieux & Gladu-Martin, 2016), particularly for those articling (Bonnello, 2019).

Among the best induction and integration practices identified in the professional literature, mentorship programs have managed to carve out a place of choice in organizations (Langlois & Paquette, 2020; Duchesne, 2010; Bach Ouerdian et al., 2018) and, more specifically, within the legal community (Nguyen & Patel, 2018).

The mentorship relationship, when experienced positively, helps to develop the mentee's sense of competence, identity affirmation and self-esteem (Kram, 1983), individual characteristics that play a role in understanding stress in professionals (Bonnello, 2019).

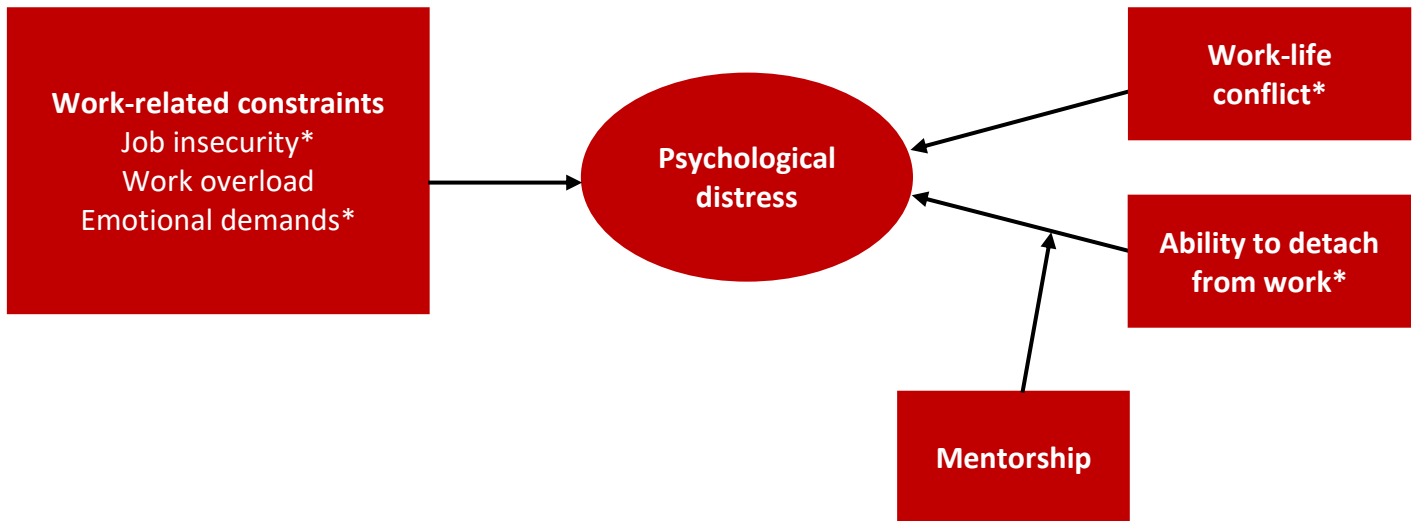
Mentorship could also be useful in a context where more than 75% of lawyers with less than three years' experience feel stress related to the possibility of making a mistake in the course of their practice (Cadieux et al., 2022). Such fears are likely to be defused through discussion, non-judgmental listening (Poitras, 2021; Nguyen & Patel, 2018) and greater availability (Bonnello, 2019; Duchesne, 2010), in the context of a mentorship relationship.

## **BEYOND THE DIRECT EFFECTS OF MENTORSHIP...**

In addition to mentorship, our team focused on analyzing the most important risk factors for the health of articling students across Canada who participated in Phase I of this study ( $n = 139$  articling students). These analyses revealed that job insecurity, emotional demands and work-life conflict were among the risk factors that contributed most to the psychological distress felt by these articling students, even taking into account whether or not they were being mentored. However, these same analyses highlight the indirect role played by mentorship in the health of young trainees. In fact, mentoring is said to have a particular impact on the development of cross-disciplinary skills that protect the health of professionals. An interaction relationship, illustrated in Figure 1 below, was thus confirmed, even when taking into account the contribution of several risk factors that participating articling students are exposed to, while controlling by gender.

**Figure 1**

Indirect effect of mentorship on the relationship between the ability to detach oneself from work and psychological distress among articling students in Canada



Note: factors marked with an \* are significant in explaining articling students' psychological distress in the model tested.

The results indicate that mentorship is associated with significantly lower psychological distress among those articling students, who have difficulty psychologically detaching themselves from work, compared with those who do not benefit from mentorship. These results therefore tend to confirm the protective effect likely to be generated by the mentoring relationship among young people at the start of their careers, particularly those for whom it is more difficult to detach themselves psychologically from work. By being close to the mentee, the mentor is likely to be able to help the mentee develop such a transversal skill, which is important for coping with stress in professional practice.

"[...] if you do have a good mentor that whether it's your principal or whatever good mentor that like explains basically that you're not in this alone, in terms of what you're experiencing and feeling makes a huge difference. And yes, they do have like six seminars or whatever where they might have those talks. But like on the *daily*, to have somebody is a *huge* difference."

**SK-2**

Obviously, this relationship is closely linked to the quality of the mentoring relationship. A number of studies to date have shown a direct link between the quality of the mentoring relationship and a number of outcomes, including the health, career and self-efficacy of young professionals (Chan, Guan & Choi, 2011; West et al., 2018). This contribution is highlighted in the following excerpt from an interview conducted in Saskatchewan.

"There are those healthy firms where that's the case and like, "don't worry about it, you can do it tomorrow" is not a phrase you normally hear, obviously. So, having that kind of support system would make a huge difference in terms of mentoring kids like just learning the law on how to practice could make you a good and competent lawyer. But in terms of mental health, yeah, there's more to it than just being good at law. Learning how to live as a lawyer is just jarring."

**SK-2**

## THOUGHTS ON THE OBSTACLES TO MENTORSHIP IN LEGAL PRACTICE

In closing, it is important to highlight certain obstacles to mentorship in the practice of law across the country.

The first obstacle to mentorship in the legal profession concerns the work organization, including the billable hours model. For young people, as it is for more experienced mentors in the private sector, achieving billable hour targets is important. If the old adage "*time is money*" is true in many professional environments, it is even more pronounced in environments where working time has to be billed on a piece-rate basis. In such a context, any unscheduled time spent on a file or case or outside a mandate is not counted. As legal professionals are exposed to constant pressure to achieve their targets, entering into a mentor-mentee relationship also means not being able to keep track of this time. This observation, raised on numerous occasions during the interviews conducted across Canada in 2023, highlights the importance of thinking about alternative billing mechanisms. There needs to be thought about organizational and accounting structures that include time for training the next generation to reduce this pressure.

The second obstacle is work overload in the legal profession. Whatever the practice area, many legal professionals are overworked. This obviously limits the time available for both mentors and mentees to engage in a mentoring relationship and plan regular and productive meetings conducive to the development of the skills of young people. In fact, in the evaluation of the articling program mentioned above, 50% of the young participants reported working more than 50 hours a week (Law Society of Saskatchewan, 2019).

The third obstacle to mentorship concerns one of the cornerstones of the mentoring relationship, namely the health and well-being of mentors (Preston & Raposa, 2019). Given that more than one in two legal professionals in Canada experiences varying degrees of psychological distress (Cadieux et al., 2022), it is important to make professionals who become mentors aware of the important role their own state of health can play in the support they provide to their mentee.

Finally, one of the obstacles to mentorship in the practice of law in Canada is the lack of incentives to encourage potential mentoring professionals to become involved. In some professions, young people entering the profession are required to undergo an integration period before being granted a full license to practise. One of the components of this induction period is practical supervision by an organizational mentor, whose role is to help aspiring professionals develop key skills that they can then reinvest throughout their working lives<sup>3</sup>. At the same time, recognition of compulsory training hours for mentors involved in mentorship activities would provide an incentive for more experienced professionals to become involved as mentors.

---

<sup>3</sup> See the Ordre des ingénieurs du Québec's program for candidates to the engineering profession: [https://www.oiq.qc.ca/wp-content/uploads/documents/membre/Guide\\_CPI\\_FR.pdf](https://www.oiq.qc.ca/wp-content/uploads/documents/membre/Guide_CPI_FR.pdf)

## 1.2 THEME 2 | WORK-LIFE BALANCE

Authors: *Audrée Bethsa Camille, M.Sc. CRHA, Prof. Nathalie Cadieux, Ph.D. CRHA*

The participating legal professionals in Saskatchewan made work-life balance one of their top priorities. This section of the report provides an in-depth look at the issue from a work-life perspective. To begin this discussion, a definition of work-life conflict is presented. To delve deeper into the topic, a number of salient data on the characteristics that define professionals who feel the presence or absence of conflict are presented. To conclude the discussion, the feeling of apprehension about the possibility of starting a family in the context of work-life conflict is addressed.

### WORK-LIFE CONFLICT: WHAT DOES IT REFER TO?

Essentially, the feeling of work-life conflict refers to the conflict between involvement and satisfaction in the professional and personal domains (Sirgy and Lee, 2023). More specifically in this study, our team was interested in the impact of work on personal life. Family role responsibilities, arising from structural characteristics of personal life such as marital status, parenthood and relationships with relatives or friends, can be impacted by work role responsibilities. In addition, personal aspirations can lead to conflicting demands on a professional's time and energy.

### WORK-LIFE CONFLICT AND THE CHARACTERISTICS OF SASKATCHEWAN PROFESSIONALS AFFECTED BY IT

Work-life conflict is a fairly widespread phenomenon: the data collected shows that 40.9% of legal professionals working in Saskatchewan experience such conflict. Work-life conflict affects legal professionals differently, depending on their characteristics, i.e., gender, age and number of years of experience. Table 2 presents the proportion of professionals who reported the presence of work-life conflict.

**Table 2**

Presence of a work conflict by selected characteristics of legal professionals in Saskatchewan (%)

Demographic characteristics		Presence of work-life conflict
Gender <sup>4</sup>	Women	47.7%
	Men	35.5%
Age	34 and under	42.9%
	35 to 49 years old	53.0%
	50 and over	30.5%
Experience	0 to 9 years	42.2%
	10 to 19 years	52.0%
	20 years and over	35.6%

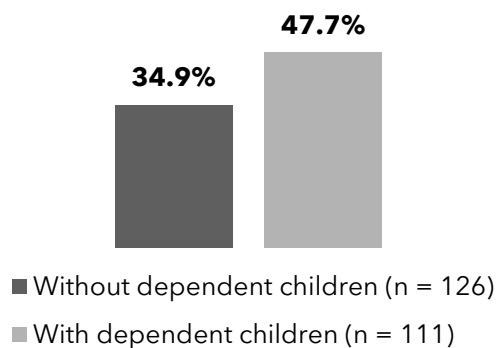
<sup>4</sup> Given the small sample of genders other than woman and man, only these two genders are compared.

The data in Table 2 shows the differences in the demographic characteristics of participating legal professionals in Saskatchewan at the time of Phase I of this project (Cadieux et al., 2022). In terms of gender, 47.7% of women reported experiencing this conflict compared to 35.5% of men. This finding is not surprising since, as Cadieux et al. (2022, p.185) point out, "because of the demands related to family obligations, the parental role may lead to an overload of responsibility for the mother, who must respond to these demands and also perform well at work (Piccinelli & Wilkinson, 2000)".

Second, legal professionals aged 34 to 49 and those with 10 to 19 years of legal practice, experience more work-life conflict than Saskatchewan respondents overall. The data shows that this conflict varies with their role, which varies with the stage of family life, such as the responsibilities that come with having young children.

To examine this question, an analysis of the fact of having dependent children was carried out. The results of this analysis are shown in Graph 3.

**Graph 3**  
Presence of work conflict by parenthood status among participating legal professionals in Saskatchewan



When we draw up a profile of the professionals who report experiencing a conflict between the professional and family life, we find that 47.7% of the professionals have dependent children, whereas among professionals without children, 34.9% would be affected by such a conflict. While these results seem logical at first glance, they nevertheless contrast with the results obtained at the Canadian level by Cadieux et al. (2022). In fact, the national results of this project showed that work-life conflict affects professionals with and without children equally. More specifically, in Canada, 48.3% of professionals with children experience such conflict, compared with 49.5% of legal professionals without children, a statistically insignificant difference (Cadieux et al., 2022).

Despite this conflict for many, having children remains a source of satisfaction and contributes to the well-being of professionals.

Taking into account the variations of the practice of law, the use of billable hours as a performance scale appears to be an issue with respect to work-life conflict. In fact, 48.8% of respondents associated the achievement of billable-hour targets with this issue. The Phase I report identified billable hours as a major risk factor in the Canadian legal community. Among professionals whose working conditions include the logging of billable hours, the proportion of work-life conflict exceeds that of all legal professionals practising primarily in Saskatchewan.

Working conditions are often difficult in legal environments, and strategies need to be put in place to prevent work from invading private life. As the following excerpt shows, some professionals have succeeded in doing just that.

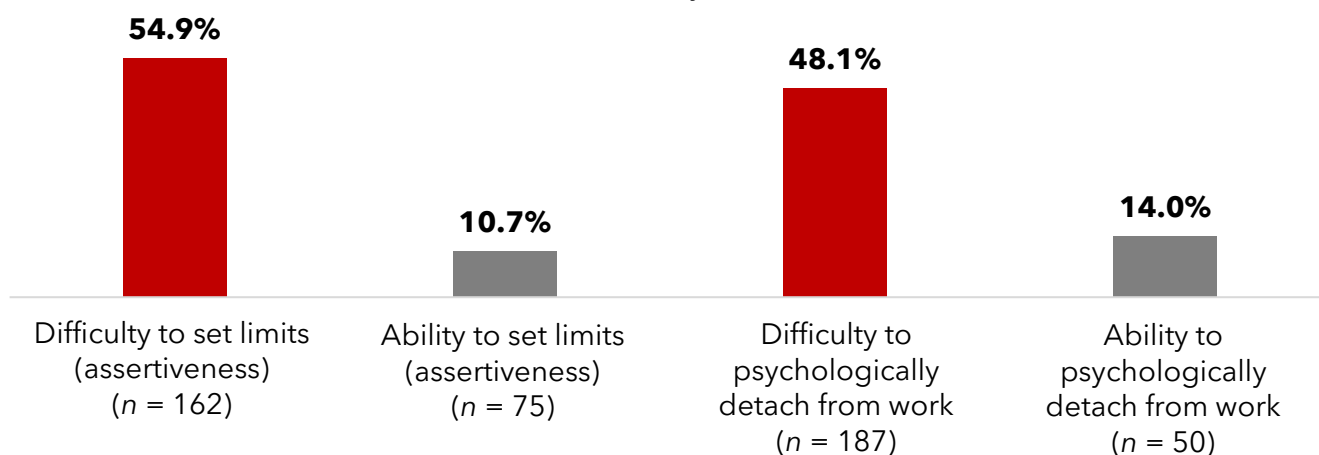
"For me, those conditions don't have much of an impact, but only because I make an effort to ensure that they don't." **SK-4**

Certain individual skills or competencies influence an individual's ability to cope with the simultaneous constraints arising from the various aspects of their life. The ability to set limits and psychological detachment are two individual skills that can be called upon to facilitate work-life balance. The ability to set limits is the ability to express one's thoughts, feelings and needs in a confident manner without harming oneself or the rights of others. Psychological detachment refers to the ability to mentally disengage from work outside office hours (Sonnetag and Schiffner, 2019).

However, as Graph 4 shows, only 14% of legal professionals who manage to detach themselves psychologically from work report experiencing work-life conflict, a much lower proportion than in the province as a whole, which stands at 40.9%. Conversely, 48.1% of professionals who are unable to detach themselves from work are affected by work-life conflict, a higher proportion than that generally observed in the province. There is also a contrast between legal professionals who are able to set limits and their colleagues who have difficulty doing so. Thus, 10.7% of professionals who manage to set their limits effectively at work are affected by work-life conflict, whereas this proportion rises to 54.9% among professionals who have difficulty setting their limits.

**Graph 4**

Presence of work-life conflict (%) among participating legal professionals in Saskatchewan by mastery of certain key abilities



Beyond personal abilities, high work demands, performance expectations and insecurity are important aspects of the context in which legal professionals operate. Consequently, the sense of work-life conflict experienced by many legal professionals in Saskatchewan, as elsewhere in Canada, is not simply a question of abilities. These results simply indicate that these cross-cutting skills, which are important in demanding work contexts, act as facilitators for people trying to reconcile various constraints arising from their professional and family lives.

**WORK-LIFE CONFLICT: AN ISSUE EVEN BEFORE STARTING A FAMILY**

The definition presented above includes the various facets of a professional's personal life that can be affected by a feeling of work-life conflict.

The apprehension associated with work-life conflict, which can jeopardize the establishment of a family, requires an in-depth examination focused on the "family" dimension of the theme. The apprehension

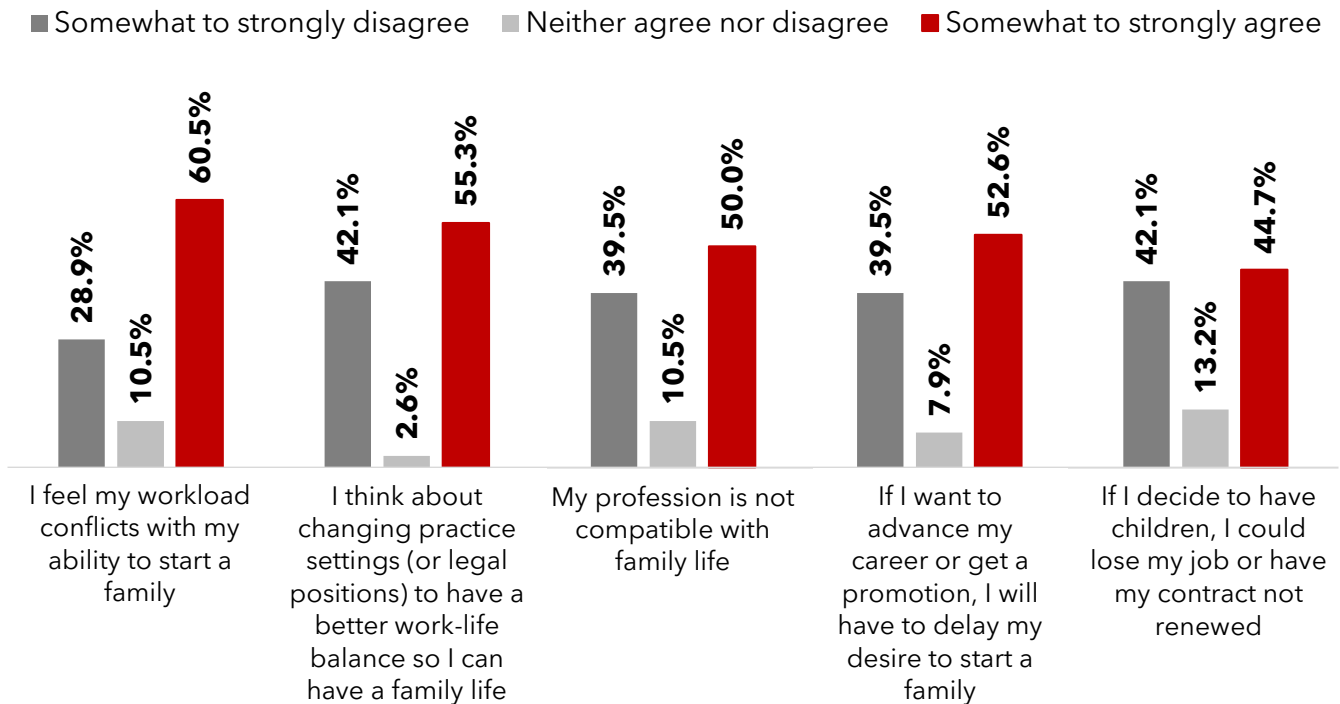
associated with work-life conflict among participating legal professionals in Saskatchewan was examined more specifically by measuring the fear of starting a family. Fear of starting a family refers to:

*"an apprehension by a professional who wishes to start a family but fears the consequences of this decision on their employment or future career opportunities due to a perceived incompatibility between the job and the requirements of parenthood. (Cadieux et al., 2022, p.156).*

Graph 5 below shows the degree of agreement of participating legal professionals in Saskatchewan with various statements measured about the fear of starting a family.

**Graph 5**

Level of agreement of participating legal professionals in Saskatchewan with certain issues related to fear of starting a family (n = 38)



Closely related to the work-life conflict experienced upon entering the profession, many legal professionals agree with the proposed statements. A majority (60.5%) felt that their workload conflicted with their ability to start a family. Not surprisingly, 55.3% are thinking of changing their field of practice or job to achieve a better work-life balance. Half (50%) of the participating professionals feel that their profession is incompatible with family life. This finding is reinforced by the equally high proportions of professionals who anticipate the consequences of having children on their chances of promotion (52.6%) or even on their job security (44.7%).



"In larger centres, the barriers to having a family would be the pressures put on them by the firm to work exorbitant hours. In law school, I favoured a career path where I would have more autonomy over how long I practised, when I practised, my billable rates and my target number of hours." **SK-4**

In the interviews conducted as part of this project, we found that many professionals in the legal community recognize the barriers represented by performance objectives such as billable hours. One participant said that he had made certain career choices so as not to interfere with his personal goals, particularly those relating to family life.

Moreover, the choices that structure a career are taken into account when planning rest periods (e.g. holidays).

"To take that two-week holiday, it's a lot more work at work to make sure that it can happen. [...] Preparing six months ahead of time is usually the length of time that I need." **SK-4**

”

Work-life conflict therefore remains a major concern for the legal community. Even the anticipation of perceived barriers appears to be a barrier to the pursuit of fulfilling life goals. In such a context, the introduction of management practices or company policies designed to promote work-life balance can therefore play a crucial role in the health of professionals.

## 1.3 THEME 3 | WORKING CONDITIONS AND COGNITIVE DEMANDS

Authors: Marc-André Bélanger, M.Sc., Prof. Nathalie Cadieux, Ph.D. CRHA

The last theme that emerged as being a priority interest in terms of mental health and well-being for the participating legal professionals in Saskatchewan was the working conditions that characterize the practice of legal professionals. Working conditions can first be analysed in terms of constraints, i.e. risk factors likely to add a burden to legal professionals and thus have a negative impact on their health. Conversely, working conditions can also be analysed in terms of resources, i.e. protective factors likely to lighten the burden of these constraints. Ultimately, it is the assessment between the constraints and the resources available to the individual that will lead him to experience stress (Lazarus & Folkman, 1984).

### PORTRAIT OF WORK CONSTRAINTS FACING LEGAL PROFESSIONALS

The first part of the national study *Towards a Healthy and Sustainable Practice of Law in Canada* (Cadieux et al., 2022) made it possible to measure the proportions of the various constraints. The constraints that emerged as the most significant among legal professionals in Saskatchewan are presented in Table 3. Although the proportions of some constraints seem lower, they may still be significantly associated with the mental health of legal professionals. The impact of work constraints on the health of professionals will be discussed later in this section.

**Table 3**

Significant constraints in the practice of the participating legal professionals in Saskatchewan (in %)

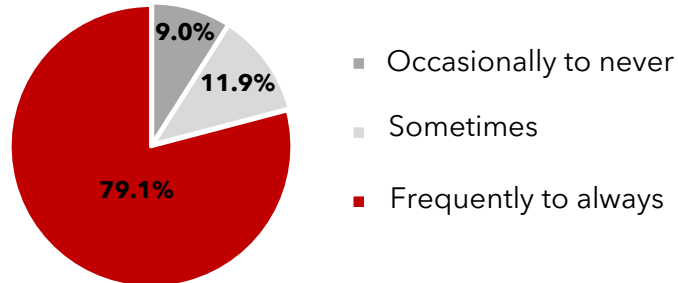
<b>Constraints in the practice</b>	<b>Presence of the constraint (in %)</b>
Qualitative overload	69.7%
Billable hour pressure	59.1%
Emotional demands	51.6%
Long hours worked ( $\geq 50$ hrs/week)	46.5%
Quantitative overload	38.2%
Lack of resources	25.8%
Job insecurity	20.5%
Pressure to perform	13.2%
Workplace incivility	9.5%
Workplace violence	5.8%

#### **Factual... but also an emotional overload**

Qualitative overload is clearly present among legal professionals in Saskatchewan (69.7%). This workload requires sustained mental effort to carry out responsibilities. As illustrated in Graph 6, approximately eight out of ten professionals (79.1%) consider their work to be mentally very demanding, with a frequency ranging from often to always.

### Graph 6

Frequency with which participating legal professionals in Saskatchewan consider their work to be mentally taxing ( $n = 244$ )



This constraint is all the more important when it is combined with a quantitative overload, where the numerous tasks form an obstacle to adaptation to change and development, as illustrated in the following extract.

"The mental demands are [...] heavy. There's a lot of switching, a lot of trying to be an expert in multiple areas, without time to actually learn. There's not enough time to learn because there's too much to do." **SK-1**

When this quantitative workload is added to the emotional demands, the legal professional can have a feeling of guilt when they try to take time off in the evenings and at weekends, which can affect his or her health. Although approximately one in two professionals (51.6%) in Saskatchewan consider themselves to have high emotional demands, the fact remains that they constitute a major constraint on the mental health of professionals. Emotional demands mean that professionals' thoughts are constantly turned to work, even when they are no longer there, which can make it difficult to detach themselves from work at home and ultimately generate a feeling of conflict between work and personal life. The following extract illustrates this reality.

"I guess too much to do and too little time, and your day never necessarily ends at five, [...] you end up working obviously nights and the occasional weekends, and it becomes hard to turn off thoughts of files running through your head, even when you're doing other stuff. So you eventually get to a point where you sort of feel guilty when you're not working, when you have the opportunity to be, or maybe you haven't responded to this client in two weeks and like, you could be doing that right now, but instead you're not working and things like that." **SK-5**

These emotional demands can lead the professional to think obsessively about their cases outside work, which can affect their quality of sleep. As for the following participant, a heavy burden is then placed on their shoulders, as they do everything they can to avoid prison for clients they believe to be truly innocent. Realising that the verdict in the trial rests partly on the lawyer's skills also adds considerable stress, as the following extract illustrates.

"I lay awake at night several nights, obsessing about the file, trying to come up with strategies, trying to come up with cross-examination questions because I genuinely believed that they were innocent and the idea for me that an innocent person could go to jail. And part of that determination rests on my skills and abilities as a lawyer. That was very stressful." **SK-4**

## Professional culture, hours worked... and billable hours

Work culture also plays a role in workload, particularly in terms of expectations of working hours. Respondents also feel pressure to perform in terms of billable hours (59.1%), coupled with long working hours, in excess of 50 hours a week (46.5%). As with emotional demands, this pressure on working hours can affect work-life balance. As the next participant pointed out, it is part of the cultural norm to work a minimum of 50 hours a week, otherwise the professional would be seen as underperforming.

"[...] but in the practice of law, I think that's a bit of an anomaly where if a lawyer is quoting you less than about 50 hours a week, then in a large firm that would be seen as underperforming." **SK-4**

Finally, the pressure of the number of hours worked is all the more real in the context of billable-hour targets. Without these targets, 44.3% of professionals work more than 50 hours a week on average, whereas with these targets, this proportion rises to 68.2%. This can be explained by the fact that not all of the time worked is billable, which means that they have to work longer hours in order to achieve their targets, as the following extract shows.

"So, the line in law kind of thing is work 13 hrs to make six hours, kind of thing. You know, you just simply do not get to do six hours and only bill for six hours, kind of thing, like there's so much in between that you usually don't." **SK-2**

## PORTRAIT OF RESOURCES AT WORK AMONG LEGAL PROFESSIONALS

With regard to wellness resources, Table 4 shows the proportions observed in Saskatchewan of the various resources likely to alleviate the constraints that can affect the mental health of legal professionals.

**Table 4**

Presence of resources important to the health of participating legal professionals in Saskatchewan (in %)

<b>Resources in the practice</b>	<b>Presence of the resource (in %)</b>
Skill utilization	92.6%
Autonomy	72.5%
Consistency of values	70.1%
Telework	65.8%
Recognition	59.2%
Support from supervisor	50.5%
Support from colleagues	44.8%
Career opportunities	24.3%

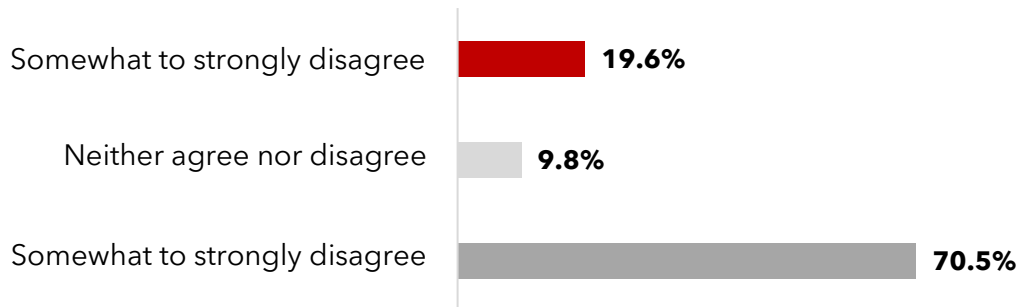
The resources that emerged as the most important were: skill utilization (92.6%), autonomy (72.5%), consistency of values between the individual and those of the workplace (70.1%), telework (65.8%), recognition at work (59.2%) and support from supervisor (50.5%). As a reminder, the percentages indicate the presence of resources among the professionals who took part in the study, but a higher proportion does not necessarily reflect a significant association with professionals' mental health.

Although many professionals claim to receive recognition and support from their supervisors and colleagues, respondents' appreciation of these resources in their work context is mixed. About two in

ten professionals (19.6%) somewhat or strongly disagreed that their peers and/or supervisors did not hesitate to recognize their work, as shown in Graph 7.

**Graph 7**

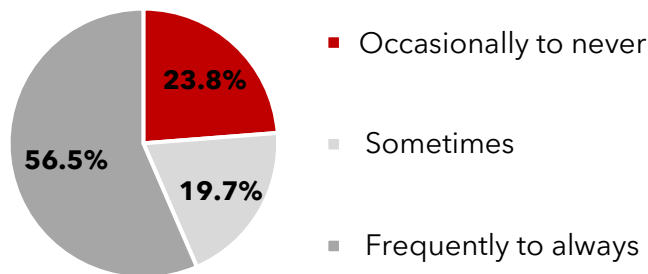
Frequency in which participating legal professionals in Saskatchewan say their peers and/or supervisors do not hesitate to recognize their work (n = 112)



As for support from colleagues, nearly one in four professionals (23.8%) consider that they occasionally or never receive help and support from their colleagues, as shown in Graph 8.

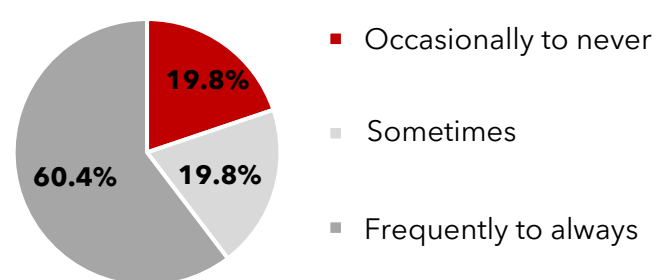
**Graph 8**

Frequency in which participating legal professionals in Saskatchewan feel they receive help and support from their colleagues (n = 223)



**Graph 9**

Frequency in which participating legal professionals in Saskatchewan consider they receive help and support from their supervisor (n = 111)



The same applies to supervisor support, where about two professionals in ten (19.8%) consider that they occasionally or never receive support and assistance from their supervisor, as shown in Graph 9 above.

## THE IMPACT OF CONSTRAINTS AND RESOURCES ON THE MENTAL HEALTH OF LEGAL PROFESSIONALS

Following the descriptive portrait painted of the constraints and resources with which legal professionals working in Saskatchewan must contend on a daily basis, our team was interested in : (1) their respective contribution to their mental health and (2) the association between these constraints and resources and

the mental health indicators measured. The team also examined (3) the links between these constraints and resources and lawyers' commitment to the profession and intention to leave it. Table 5 below presents the main results obtained.

**Table 5**  
Contribution of constraints and resources to the mental health of participating legal professionals working in Saskatchewan

Indicators (DV)	Psychological distress	Depressive symptoms	Anxiety	Perceived stress	Burnout	Affective commitment to the profession	Intention to leave the profession
<b>OVERALL CONTRIBUTION OF CONSTRAINTS</b>	24.2%	27.1%	31.2%	33.1%	48.2%	10.3%	27.4%
Quanti. overload	ns	ns	ns	ns	↑	ns	ns
Quali. overload	ns	ns	ns	ns	ns	ns	ns
Emot. demands	ns	↑	ns	ns	↑↑↑	ns	ns
Hours worked (≥ 50 hrs/week)	ns	ns	ns	ns	ns	ns	ns
Lack of resources	ns	ns	ns	ns	ns	ns	ns
Incivility	ns	↑	↑	↑	ns	ns	ns
Violence	ns	ns	ns	ns	ns	ns	ns
<b>OVERALL CONTRIBUTION OF RESOURCES</b>	4.0%	ns	ns	ns	1.8%	3.7%	10.9%
Autonomy	↓	ns	ns	ns	↓	ns	↓
Skill utilization	ns	ns	ns	ns	ns	ns	ns
Consistency of values	ns	ns	ns	ns	ns	ns	ns
Support from colleagues	ns	ns	ns	↓	↓↓	↑↑	↓↓↓
Telework	ns	ns	ns	ns	ns	ns	ns

Note: ns = non-significant contribution considering all factors. (↓) = significant and negative association. (↑) = significant and positive association. The number of arrows indicates the strength of the observed relationship. The analyses presented in this table take into account the contribution of the following control variables: work-life conflict, gender and number of years of experience of the participants.

Table 5 shows that quantitative overload is significantly associated with burnout ( $p \leq 0.05$ ). In the context of the practice of legal professionals, this result is understandable given that the lack of time to accomplish tasks and performance objectives forces many professionals to extend their working hours. One of the participants pointed out that virtually all the lawyers he works with have their mental health affected, which means that action needs to be taken to reduce their workload.

“

"Obviously, that I don't know many lawyers that actually have good mental health, almost if any, to be frank, there's a few that do. I think most people are often sort of overworked and could do things to reduce that." **SK-5**

Emotional demands, where the professional is plunged into situations that are destabilising, trying or require significant emotional involvement, are significantly associated with depressive symptoms ( $p \leq 0.05$ ) and burnout ( $p \leq 0.001$ ). Finally, the last constraint to show a significant association with at least one mental health indicator is incivility at work, which is significantly associated with significantly

higher perceived stress, anxiety and depressive symptoms ( $p \leq 0.05$ ). It goes without saying that the sum of these constraints weighs heavily on the health of professionals.

With regard to resources, only two of them show a significant association with mental health indicators or attitudes towards the profession. Autonomy at work was associated with a reduction in psychological distress ( $p \leq 0.05$ ), burnout ( $p \leq 0.05$ ) and intention to leave the profession ( $p \leq 0.05$ ). The second resource, support from colleagues, was significantly associated with a reduction in perceived stress ( $p \leq 0.05$ ) and burnout ( $p \leq 0.01$ ). Support from colleagues was also significantly associated with a higher affective commitment to the profession ( $p \leq 0.01$ ) and a significantly lower intention to leave the profession ( $p \leq 0.001$ ).

In terms of the contribution of constraints and resources as a whole, the results highlight the prevalence of constraints (up to 48.2%) compared with resources (up to 4.0%) in understanding the variation in mental health indicators. In this sense, it is important to act directly on constraints with a view to improving mental health in the practice of law before improving resources, which slightly reduce the weight of constraints.

## 1.4 SOLUTIONS SUGGESTED BY LEGAL PROFESSIONALS

Author: Nathalie Cadieux, Ph.D. CRHA

For each of the interviews conducted, the legal professionals we met in Saskatchewan were asked to share the solutions they felt would support their health in the legal practice. The solutions proposed in the province can be broken down into three main areas: 1) promoting diversity; 2) putting in place measures to support a healthy working climate in legal environments; and 3) promoting the introduction and sharing of tools that make day-to-day work easier.

### PROMOTING DIVERSITY IN THE PROFESSION

One of the participants we met was keen to point out the uniformity of recruitment processes in offices that hire legal professionals. Traditionally, the recruitment pool for these firms has consisted mainly of graduates of Canadian law schools. However, organisations would do well to broaden their recruitment pool, which would make it possible to offer equivalent opportunities to professionals from immigrant backgrounds who are also likely to contribute to the Canadian legal community.

As well as facilitating recruitment in a context of labour shortages, this solution is also likely to diversify the profile of the workforce within firms.

“

"[...] we, law firms, tend to hire article students in one way, in one season. They very much recruit out of Canadian law schools. And that leaves people who have recently immigrated here or something trying to edge their way to somewhere else because they don't, they're not part of that pipeline. So, we have these systems in place that used to work properly great when everyone came out of the Canadian law school, but they don't anymore. So, we need to change systems like that to give people the same opportunities to actually even get their foot in the door." **SK-5**

### ACTIONS TO PROMOTE A HEALTHY WORKING CLIMATE IN THE LEGAL PROFESSION

Among the solutions proposed by the participants, two are aimed at implementing actions conducive to a healthy work climate in legal environments. As highlighted by Cadieux et al (2022), Canada's legal profession is characterized by a professional culture focused on performance, where relations between colleagues are sometimes strained. In this regard, 58.7% of the professionals participating in Phase I of this project stated that they were sometimes or very often exposed to incivility in the practice of their profession (Cadieux et al., 2022), and that more than 70% of acts of incivility are committed by members of the legal community (e.g. colleagues, judges or partners). This proportion is even higher among professionals with disabilities (75.8%), young people starting their careers (73.2%) and members of the LGBTQ2S+ community (71.6%). These results highlight the even greater challenges faced by professionals from diverse backgrounds.

One of the participants stressed the importance of putting in place mechanisms to support a healthy work environment, including training aimed at respecting people and their rights. In light of the above, this proposal seems all the more relevant.

"[...] having proper support at an office, for example, understanding employer, I find having resources actually available or I guess, breaks or this guard rails in terms of like public practice is a good comparison [...]. But aside from that, like having an H.R. department, having everybody go through training, so that they know how to treat other people and what our legal rights and stuff and how people are supposed to be treated. That makes a huge difference in terms of assisting in being able to, having the proper culture makes a huge difference [...] So having the culture that allows you to be more open about those things and share with other people so that other people understand."

**SK-2**

Among the obstacles to a change in culture, another participant spoke of the "pyramid-like hierarchical structure" that dominates many private sector offices, and which encourages significant inequality between professionals.

"I think there's just a fundamental flaw in the way that these firms are structured, that it's basically a big pyramid scheme. And until they resolve the fact that they've got a pyramid scheme where the people that have been working there for 25 years are taking two-thirds of the revenue generated from each of the associate lawyers, until they address that nothing else is going to change."

**SK-4**

As such inequities are detrimental to a healthy and collaborative work climate (Pheysey, 1971), we need to think about the contribution that more organic, collaborative organisational structures can make to teamwork. The literature highlights the importance of this structure not only for the working climate, but also for the development of creativity and innovation in the workplace (Ekvall, 1996).

## **SETTING UP AND SHARING TOOLS THAT MAKE DAY-TO-DAY WORK EASIER**

Finally, the participants we met in Saskatchewan were keen to stress the importance of tools in the day-to-day work of professionals. Tools designed to support productivity, but also the planning and organization of day-to-day work.

"You need a good diary system, which my firm didn't teach me. I had to develop my own being able to manage clients and manage expectations. These are all sort of things I had to develop on my own, running my practice."

**SK-5**

This same participant also pointed out that he did not feel well prepared, particularly in terms of being able to prioritize in the context of a heavy workload.

”

"If you have 50 of these things for 50 different files that you're supposed to be doing, trying to keep track, prioritize and decide which one you do first. [...] I was not well prepared for [that]." **SK-5**

Professionals are called upon to develop tools throughout their professional practice, as they face new challenges. Sharing these tools with their colleagues would not only avoid everyone having to reinvent the wheel, but would also ensure the continuous improvement of these tools, as one of the participants was keen to point out.

"It's perhaps miss held that I can put enough policy systems, procedures in place that you can get to a point again where perhaps you're a little bit cold, but you don't have a ton of wasted time because people before you have figured this out and figured out the right way to do it, you may need to modify it. But you don't have to go searching and reinvent the wheel for every task that you want to do or every situation that comes up. It's easier to find the answer [to] these people [than] to ask. You can work less hours and have a more enjoyable life, and as a result, your mental health will increase, which might hopefully make you, you know have an easier time at work, so, I think that's the ultimate goal. Unfortunately, I think I'm probably still 10 years away from that." **SK-5**

”

## 1.5 INITIATIVES IN PLACE FOR A HEALTHY AND SUSTAINABLE PRACTICE OF LAW IN SASKATCHEWAN

Authors: Marc-André Bélanger, M.Sc., Nathalie Cadieux, Ph.D. CRHA

In the first phase of this study, completed in 2022 (Cadieux et al., 2022), 10 targeted recommendations and 35 secondary recommendations were proposed to the various players in the Canadian legal community (law societies, academic institutions, assistance programmes, organisations, etc.). These recommendations, anchored in the data collected, were aimed at reducing the prevalence of the health problems measured (e.g. the prevalence of depressive symptoms), acting on the determinants at the source of these problems (risk and protective factors, including stigmatisation) and maximising the support and mental health resources available to professionals.

A number of initiatives that align with the recommendations presented in Cadieux et al. (2022) previously existed or were implemented following the publication of the Phase I report. More specifically, our team identified 13 different major initiatives stemming from eight recommendations. Table 6 presents each of these initiatives and compares them to the recommendations made by Cadieux et al. (2022). The table shows that certain proposed initiatives are in line with the needs expressed by participating legal professionals in Saskatchewan concerning the significance of improving the support available to legal professionals in their practice.

The initiatives listed below are just a few examples of the most important ones being implemented by the Law Society of Saskatchewan and may not represent all the actions currently being taken to improve the health and wellness of legal professionals within their practice. They reflect the initiatives in place at the time this report was drafted. It should also be noted that Table 6 does not include initiatives that may have been implemented by private or public organizations within the province or by various associations or interest groups, which were not accessible to the research team. As such, the initiatives examined are limited to those brought to the attention of our research team by the partner organizations involved, i.e., the Federation of Law Societies of Canada, the Canadian Bar Association, and the Law Society of Saskatchewan.

**Table 6**

Health and wellness initiatives by the Law Society of Saskatchewan for legal professionals and related recommendations from the Phase I report by Cadieux et al (2022)

<b>Initiative</b>	<b>Initiative-related recommendation(s) from Phase I</b>
<b>(i)</b> The Law Society of Saskatchewan organizes continuing professional development, including <i>bite-sized</i> educational modules on wellness issues for members. In their view, this is an issue that requires constant attention, given that the effect of stigmatization seems to be amplified in the legal professional context.	3) Improve the continuing professional development (CPD).

<b>Initiative</b>	<b>Initiative-related recommendation(s) from Phase I</b>
<p><b>(ii)</b> The Lawyers Concerned for Lawyers ("LCL") program offers free confidential assistance to lawyers, articling students, law students or their family members concerned about alcohol, drugs and other addictions; depression, anxiety and other mental illnesses; stress and other life-related problems; and any condition that adversely affects a person's quality of life at work or at home. In order to establish a distance between the regulator and the member (with all the implications that this entails), the Saskatchewan Lawyer's Insurance Association administers the program on behalf of members by putting in place appropriate partitions to protect privacy.</p>	<p>6) Improve access to health and wellness support resources and break down barriers that limit access to these resources.</p>
<p><b>(iii)</b> This year, the Disciplinary Policy Committee will participate in the creation of a "wellness" component in the Law Society's disciplinary processes.</p>	<p>5) Implement actions aimed at destigmatizing mental health issues in the legal profession;</p>
<p><b>(iv)</b> With wellness as a priority in the new strategic plan, the Law Society of Saskatchewan has established a committee dedicated to wellness issues. This working group includes members from various committees to look at wellness and health issues and approaches, from mental health issues to addictions to geriatric competencies. The initial aim of the working group is to look at how they can improve their disciplinary processes to make mental health assessments available to members who need them (as has happened in Manitoba) and to look at whether there are ways to proactively engage (on a voluntary or mandatory basis) with members who are experiencing difficulties, but who are not yet part of the disciplinary process. The working group also wants to look at new peer support approaches being implemented in different provinces.</p>	<p>5) Implement actions aimed at destigmatizing mental health issues in the legal profession;</p> <p>8) Consider the health of legal professionals as integral to legal practice and the justice system.</p>
<p><b>(v)</b> The Saskatchewan Society is working with the Saskatchewan Division of the CBA to organize a conference focused on the national study and available resources.</p>	<p>5) Implement actions aimed at destigmatizing mental health issues in the legal profession.</p>
<p><b>(vi)</b> As part of its ongoing commitment to truth and reconciliation, the Law Society completed the first phase of a Truth and Reconciliation through Treaty Implementation (TRTI) exercise with the Office of the Treaty Commissioner in 2022. The results included a shared understanding of Saskatchewan's history and cultures, recognition of mutually beneficial systems and the development of authentic relationships.</p>	<p>7) Promote diversity in the profession and revise practices, policies and procedures that may include or create discriminatory biases.</p>

<b>Initiative</b>	<b>Initiative-related recommendation(s) from Phase I</b>
<b>(vii)</b> During 2022, the Law Society also analysed data relating to Equity, Diversity and Inclusion (EDI) training. Since 2018, the Law Society has offered thirteen sessions attended by 993 people. The training has increased knowledge and awareness and by helping participants recognise barriers and discrimination and better understand terminology.	7) Promote diversity in the profession and revise practices, policies and procedures that may include or create discriminatory biases.
<b>(viii)</b> Following the 2021 Benchers election, a Barriers to Election survey was circulated to members to identify the barriers faced by equity seeking group members in becoming Benchers of the Law Society. The Law Society is using the results of the survey to drive forward actions on recruitment, promotion, mentorship and training, and will continue these efforts in the longer term.	2) Improve supports and guidance available at entry to the profession;  7) Promote diversity in the profession and revise practices, policies and procedures that may include or create discriminatory biases.
<b>(ix)</b> The Canadian Mental Health Association's (CMHA) 70th annual Mental Health Week ran from 3 to 9 May 2021, under the theme <i>#GetReal</i> about how you feel. The campaign recognizes that it's hard to manage our emotions when we're not sure how we feel. The Law Society of Saskatchewan participated in the campaign through social media and a press release to help raise awareness about mental health.	5) Implement actions aimed at destigmatizing mental health issues in the legal profession.
<b>(x)</b> The Law Society collaborated with the Saskatchewan Branch of the CBA to create a fall conference focused on the National Study of Mental Health and Well-Being in the Legal Profession (Cadieux & al., 2022) and Available Resources (October 4, 2023). The event, which attracted 269 participants, was a huge success. Erin Kleisinger, K.C. and Nathalie Cadieux, Ph.D., of the Université de Sherbrooke, presented a summary of the study's findings and recommendations. Following these presentations, Michelle Ouellette, K.C., led panelists in sharing their personal experiences and talking about reducing stigma in the profession.	5) Implement actions aimed at destigmatizing mental health issues in the legal profession;  8) Consider the health of legal professionals as integral to legal practice and the justice system.
<b>(xi)</b> A new mentorship program has been initiated by the Law Society of Saskatchewan. Details are available <a href="#">here</a> .	2) Improve supports and guidance available at entry to the profession.

<b>Initiative</b>	<b>Initiative-related recommendation(s) from Phase I</b>
<p><b>(xii)</b> A mandatory component of law <a href="#">firm regulation</a> is the completion of an online Practice Management Assessment Tool where law firms are asked to self-assess their policies and procedures with the intent of helping firms identify gaps, to manage risk, and to improve practice management. Curated resources pertaining to a firm’s areas of need are then made available through the Assessment Tool Report. Wellness is an area emphasized throughout the Assessment Tool in relation to such considerations as: time/caseload management, civility, alternative billing structures and service delivery models, equity, diversity and inclusion, hiring and retention, accessibility, discrimination and harassment, truth and reconciliation. Firms are also asked to reflect on the wellbeing of lawyers and staff by considering several recommended practices. It is recognized that the ability to deliver competent legal services can be affected by a person’s well-being. Substance use, mental and physical health issues and stress are often ignored in the legal profession. If left untreated, they may impact capacity to perform at work, so firms are asked to reflect on ways to create a safe environment to disclose and address issues of substance use, mental and physical health concerns, or stress, and encourage maintaining a balanced life.</p>	<p>4) Where relevant, evaluate the implementation of alternative work organization models that limit the impact of certain risk factors on the health;</p> <p>7) Promote diversity in the profession and revise practices, policies and procedures that may include or create discriminatory biases;</p> <p>8) Consider the health of legal professionals as integral to legal practice and the justice system;</p> <p>10) Foster a better work-life balance in the legal profession.</p>
<p><b>(xiii)</b> The Principal Training course is intended to provide all articling principals with the skills and tools necessary to successfully fulfil their role in the articling process. The course is mandatory for all principals. Others in mentorship or supervisory roles to articling students or newly called lawyers will also benefit from this training and are eligible to take the course. This course consists of 6 self-directed lessons covering such topics as principal/student obligations and responsibilities, effective mentorship, setting and managing expectations, providing feedback, and communicating in a culturally safe manner. A link to this program can be found <a href="#">here</a>.</p>	<p>2) Improve supports and guidance available at entry to the profession.</p>

## 1.6 TARGETED RECOMMENDATIONS | PHASE II

*Author: Nathalie Cadieux, Ph.D. CRHA*

As mentioned above, the Law Society of Saskatchewan has undertaken a number of initiatives in recent years to support the well-being of legal professionals working in the province and to better protect the public. Among these commitments is an in-depth evaluation in 2019 of the strengths and challenges encountered in training and mentorship among young articling students entering the profession. The first step towards improving health and processes is undoubtedly measurement. Consequently, this evaluation is important. It has led to a number of initiatives to address the challenges raised by the participants in this evaluation, including the introduction of training to prepare articling supervisors, which has been available at the Saskatchewan Bar since 2022.

These initiatives pave the way for the future of the profession and are a source of inspiration. The recommendations arising from Phase II of this national project are based on: (1) the results of the priority themes analyzed; (2) the solutions put forward by Phase II participants in Saskatchewan; (3) the identified initiatives that are currently being implemented by the Law Society of Saskatchewan; and (4) the coverage rate of the various Phase I recommendations in relation to these initiatives in the province. Three recommendations are presented below.

### **RECOMMENDATION 1 IMPROVE ACCESS TO, AND THE QUALITY OF, MENTORSHIP EXPERIENCE FOR YOUNG LEGAL PROFESSIONALS**

As emphasized at the outset of this report, mentoring is an excellent way of helping people integrate into the profession. As well as providing local support, mentorship is an excellent way of developing cross-disciplinary skills, while also compensating for certain shortcomings sometimes observed in training courses.

The issue is that, as mentoring is not compulsory and legal environments are characterised by a very heavy workload, the time available for mentorship in these environments is very limited.

As a reminder, many barriers currently limit access to mentoring for young people or compromise its quality. It is therefore recommended that mechanisms be put in place to reward the commitment of mentors to such activities, while encouraging young people to get involved. For mentees, this could take the form of recognition of compulsory training hours, formal or informal recognition activities and a reduction in the length of the articling period at the end of the training.

In addition to ways of making it easier for young people to join mentorship programs, it is also recommended that further thought be given to business models and how they relate to the integration of young people into the profession. As mentioned above, billable hours are a major barrier to commitment to mentorship programs. This was the inspiration for the second recommendation in this report.

## **RECOMMENDATION 2 DEVELOP A CULTURE OF MEASUREMENT**

Considering that several initiatives have been implemented in Saskatchewan, it is therefore important to re-measure health indicators, but also to evaluate the impact of the programs implemented. Without such measurement, it remains impossible to confirm that the initiatives in place have achieved their intended targets. Such measurements would not only allow for the evaluation of the relevance of these actions in relation to the needs of the field, but also to realign efforts if necessary, or simply to improve these initiatives from a perspective of continuous improvement.

Developing a culture of measurement presents numerous advantages. It allows for the establishment of a clear baseline to assess progress, identify areas requiring adjustments, and ensure the effective allocation of resources. Additionally, it promotes increased transparency and strengthens the accountability of stakeholders involved in these initiatives. Continuous and systematic evaluation also contributes to a better understanding of the changing needs of professionals, thus enabling the adaptation of programs to effectively meet these needs.

Moreover, a report published by the International Bar Association in 2021 is unequivocal in stating that the fourth principle for mental health and well-being in the profession involves:

*"A commitment to change, and regular continuing assessment, is needed: Having acknowledged the importance of protecting and promoting mental wellbeing for the profession, the next step is to make changes to tackle the current crisis." (IBA, 2021, p. 10).*

Thus, by adopting an approach based on measurement and continuous evaluation, Saskatchewan can not only ensure the effectiveness of its initiatives but also ensure that they evolve in response to the real needs of the legal profession. This will contribute to creating a healthier and more sustainable work environment for all legal professionals.

## **RECOMMENDATION 3 SET UP AWARENESS-RAISING ACTIVITIES TO PROMOTE A BETTER WORK-LIFE BALANCE AMONG LEGAL PROFESSIONALS**

Finally, it is recommended that awareness-raising practices and activities be put in place to promote a better balance between the various spheres of life in which professionals work. In particular, this requires a change in culture, which should begin with clear actions to discourage overloading to the point of exceeding a certain number of working hours on a weekly basis. Managers must set an example in this respect. Encouraging professionals to take annual holidays, allowing a right to disconnect, valuing a healthy life balance or performance is not the result of a dangerous compromise where the professional neglects his or her health as well as his or her personal life. No professional should have to make a trade-off between having a family life and practising their profession. Moreover, recent studies tend to

demonstrate the positive impact of a healthy life balance on the performance of professionals (Drew et al., 2015; Wong et al., 2020). Phase I of this national project (Cadieux et al., 2022) showed that work-life balance affects a majority of legal professionals, both men and women, from the private and public sectors, regardless of the size of their firm or their field of practice. Beyond the mental and physical health of professionals, it is their emotional commitment to the profession (Cadieux et al., 2022; Morin, 2023) that is compromised when work takes over, leaving no opportunity for the professional to develop his or her personal life.

Furthermore, the stress resulting from the constant conflict between work and personal life in the practice of law can also undermine professionals' commitment to their organization. Yet, employee engagement offers considerable benefits to the organization, such as reduced staff turnover, decreased absenteeism, improved job performance, and increased organizational citizenship behaviors (Bélanger, 2023; Meyer et al., 2002).

## 1.7 SUPPORT RESOURCES AVAILABLE FOR LEGAL PRACTITIONERS IN SASKATCHEWAN

### EMERGENCY RESOURCES

SK Emergency/crisis lines: Call or text **211**.

Wellness Together: Mental health and substance use Canada.  
Text: **741741**. Call: **1-800-463-2338**.

Lawyers concerned for Lawyers. Telephone (24 hours a day, 7 days a week): **1-800-663-1142**.

Five Hills Mental Health & Addictions Services. Crisis line (8am-5pm, Monday to Friday)  
Telephone: **(306) 691-6464**.

[Hudson Bay & District Crisis Centre](#). Toll-free (24 hours): **1-866-865-7274**.  
24-hour crisis line: **(306) 865-3064**.

[North East Crisis Intervention Centre](#). Toll-free (24 hours): **1-800-611-6349**.  
Crisis line (24 hours): **(306) 752-9455**.

[Prince Albert Mobile Crisis Unit](#). 24-hour crisis line: **(306) 764-1011**.

[Regina Mobile Crisis Services](#). 24-hour crisis line: **(306) 525-5333**.

[Saskatoon Crisis Intervention Service](#). 24-hour crisis line: **(306) 933-6200**.

[Southwest Crisis Services](#). Toll-free (24 hours): **1-800-567-3334**.  
Crisis line (24 hours): **(306) 778-3386**.

[West Central Crisis & Family Support Centre](#).  
Crisis line (9am-5pm, Monday to Friday): **(306) 463-6655**.

**SEE OTHER INFORMATION AND ADVICE RESOURCES FROM THE LAW SOCIETY OF SASKATCHEWAN**

- Saskatchewan Branch of the Canadian Bar Association - [Resources](#) wellness
- Law Society of Saskatchewan - [Health and wellness](#)

**PROGRAMS OR WEBSITES ON THE THEMES OF WELL-BEING AND MENTAL HEALTH**

- [Lawyers Concerned For Lawyers Inc](#) (offered by Homewood Health).  
Telephone: **1-800-663-1142**
- [Canadian Mental Health Association \(CMHA\)](#).  
Telephone: **(416) 646-5557**. E-mail: [info@cmha.ca](mailto:info@cmha.ca)
- [Canadian Centre for Occupational Health and Safety \(CCOHS\)](#)
- [Centre for Addiction and Mental Health \(CAMH\)](#). Telephone (toll-free): 1-800-463-2338
- [Wellness Together: Mental health and substance use Canada](#). Telephone: **1-866-585-0445**
- [Community Addictions Peer Support Association \(CAPSA\)](#)
- [Five Hills Mental Health & Addictions Services](#).  
Phone number. Toll-free (8am-5pm, Monday to Friday): **1-877-564-0543**

**SEE OTHER INFORMATION AND ADVICE RESOURCES ON THE THEMES OF WELL-BEING AND MENTAL HEALTH**

- Government of Saskatchewan - [Mental health and addictions support services](#)

## BIBLIOGRAPHY

---

- Bach Ouerdian, E. G., Malek, A., & Dali, N. (2018). L'effet du mentorat sur la réussite de carrière : quelles différences entre hommes et femmes? *Relations industrielles*, 73(1), 117-145. <https://doi.org/10.7202/1044429ar>.
- Beaudry, M.-P. (2019). *Facteurs qui influencent l'intention de quitter d'infirmières praticiennes spécialisées en première ligne travaillant dans le réseau public de santé*. [Master thesis, Université de Montréal]. Papyrus. [[Access this resource here](#)].
- Bélanger, M.-A. (2023). L'engagement organisationnel affectif et la rétention des jeunes travailleurs de la restauration rapide au Québec en contexte de pénurie de main-d'œuvre. [Mémoire de maîtrise, Université de Sherbrooke, École de Gestion].
- Blair, C. (2022). Students in Name Only: Improving the working conditions of articulated students via the application of the BC Employment Standards Act. *Windsor Yearbook of Access to Justice*, 38, 102-124. <https://doi.org/10.22329/wyaj.v38.7778>.
- Bonello, M. (2019, January). *Facteurs entraînant de la détresse psychologique chez les stagiaires d'écoles de gestion en contexte d'apprentissage en entreprise* [Master thesis, Université du Québec à Montréal]. Archipel. [[Access this resource here](#)]
- Cadieux, N., Gingues, M., Cadieux, J., Gouin, M.-M., Caya, O., Fournier, P.-L., Morin, E., Pomerleau, M.-L., Camille, A. B., Gahunzire, J. (2022). *Research report (final version): Towards a healthy and sustainable practice of law in Canada: National study on the health and wellness determinants of legal professionals in Canada, Phase I (2020-2022)*. Université de Sherbrooke, Business School. 434 pages. [[Access this report here](#)].
- Cadieux, N., & Gladu-Martin, A. (2016). Déterminants du stress et de la détresse psychologique chez les avocat(e)s membres du Barreau du Québec. [[Access this report here](#)].
- Chan, C., Guan, Y., & Choi, P. (2011). Chinese migrant children's mental health and career efficacy: the roles of mentoring relationship quality and self-efficacy. *International Journal on Disability and Human Development*, 10(3), 195 - 199. <https://doi.org/10.1515/ijdh.2011.032>.
- Chartrand, L., Blonde, D. J., Cormier, M. and Hildebrandt, K. (2001). Law students, law schools, and their graduates. *Windsor Yearbook of Access to Justice*, 20, 211-309. <https://search.informit.org/doi/10.3316/agispt.20220316063469>.
- Drew, N. M. C., Datta, D., & Howieson, J. (2015). The holy grail: Work-life balance in the legal profession. *University of New South Wales Law Journal*, 38(1), 288-322.
- Duchesne, C. (2010). L'établissement d'une relation mentorale de qualité : à qui la responsabilité ? *McGill Journal of Education / Revue des sciences de l'éducation de McGill*, 45(2), 239-253. <https://doi.org/10.7202/045606ar>.
- Ekvall, G. (1996). Organizational climate for creativity and innovation. *European Journal of Work and Organizational Psychology*, 5, 105-123. <https://doi.org/10.1080/13594329608414845>.

- International Bar Association. (2021). Mental Wellbeing in the Legal Profession: A Global Study. A report prepared by the IBA Presidential Task Force on mental wellbeing in the legal profession. Consulté le 23 février 2024 via : <https://www.ibanet.org/document?id=IBA-report-Mental-Wellbeing-in-the-Legal-Profession-A-Global-Study>.
- Jochelson, R., Gacek, J., & Ireland, D. (2021). Reconsidering legal pedagogy: Assessing trigger warnings, evaluative instruments, and articling integration in Canada's modern law school curricula. A review of the current legal landscape. *Manitoba Law Journal*, 44(2), 87-120.
- Kram, K. E. (1983). Phases of the mentor relationship. *The Academy of Management Journal*, 26(4), 608-625. <https://doi.org/10.2307/255910>.
- Langlois, A. and Paquette, J. (2020). Le mentorat : comprendre et implanter cette pratique pour soutenir le développement professionnel. *Nutrition Science en évolution*, 18(1), 28-32. <https://doi.org/10.7202/1070395ar>.
- Lazarus, R. S., & Folkman, S. (1984). Stress, appraisal, and coping. Springer.
- Law, J. (2001). Articling in Canada symposium: A global legal odyssey. *South Texas Law Review*, 43(2), 449-478.
- Law Society of Saskatchewan (2019). *Articling Program Assessment Research Report*. Illumina Research Partner. 60p. [[Access this resource here](#)].
- Law Society of Saskatchewan (2016). Workplace policies and practices for lawyer retention and advancement. Results of two surveys of the members of the Law Society of Saskatchewan.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.
- Morin, E. (2023). *Exploration de l'effet des conditions de travail sur l'intention de quitter la profession chez les avocats canadiens : le rôle médiateur de l'engagement affectif professionnel*. [Master thesis, Université de Sherbrooke]. Savoirs. [[Access this resource here](#)].
- Nguyen, M. L., & Patel, A. J. (2018). Strategies for effective mentorship and sponsorship refine. *TYL*, 23(4), 10-11.
- Pheysey, D. (1971). Influence of structure at organizational and group levels. *Administrative Science Quarterly*, 16, 61. <https://doi.org/10.2307/2391289>.
- Piccinelli, M., & Wilkinson, G. (2000). Gender differences in depression: Critical review. *The British Journal of Psychiatry*, 177(6), 486-492. <https://doi.org/10.1192/bjp.177.6.486>.
- Poitras, A. (2021). Vu d'ailleurs... Le droit à l'erreur. *Gestion*, 46(3), 28-32. <https://doi.org/10.3917/riges.463.0028>.

- Preston, E., & Raposa, E. (2019). A two-way street: Mentor stress and depression influence relational satisfaction and attachment in youth mentoring relationships. *American Journal of Community Psychology*, 65(3-4), 455-466. <https://doi.org/10.1002/ajcp.12412>.
- Sirgy, M. J., and Lee, D.-J. (2023). Introduction. In M. J. Sirgy & D. L. Lee (Eds.), *Work-Life Balance: HR Training for Employee Personal Interventions* (pp. 3-15). Cambridge University Press. <https://doi.org/10.1017/9781009281782.002>.
- Sonnentag, S., & Schiffner, C. (2019). Psychological Detachment from Work during Nonwork Time and Employee Well-Being: The Role of Leader's Detachment. *The Spanish Journal of Psychology*, 22(3), 1-9. <https://doi.org/10.1017/sjp.2019.2>.
- Van der Heijden, B., Mahoney, C., & Xu, Y. (2019). Impact of job demands and resources on nurses' burnout and occupational turnover intention towards an age-moderated mediation model for the nursing profession. *International Journal of Environmental Research and Public Health*, 16, 1-22. <https://doi.org/10.3390/ijerph16112011>.
- West, C., Rieger, K., Chooniedass, R., Adekoya, A., Isse, A., Karpa, J., Waldman, C., Peters-Watral, B., Chernomas, W., Scruby, L., & Martin, D. (2018). Enlivening a community of authentic scholarship. *International Journal of Qualitative Methods*, 17(3), 1-15. <https://doi.org/10.1177/1609406918808122>.
- Wong, K., Chan, A., & Teh, P. (2020). How Is Work-Life Balance Arrangement Associated with Organisational Performance? A Meta-Analysis. *International Journal of Environmental Research and Public Health*, 17(12), 4446-4465. <https://doi.org/10.3390/ijerph17124446>.