

Justine B. Laurier

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Employment Disputes
Grievances & Arbitrations
Workplace Harassment
Human Rights

Justine specializes in complex litigation and is trusted by clients to handle their most sensitive matters. Her practice focuses on all areas of labour and employment law for both federally- and provincially-regulated undertakings. Justine is the Regional Manager of BLG's Labour and Employment group in Montréal.

Justine provides strategic advice on collective labour relations to numerous companies across sectors. She acts on their behalf before civil and administrative law courts and tribunals, including, but not limited to, the Administrative Labour Tribunal, the Superior Court, the Québec Court of Appeal, the Federal Court of Appeal and the Supreme Court of Canada.

Clients look to Justine for strategic counsel on their most high-stake issues, including non-competition and non-solicitation obligations, hiring and dismissing employees, managers, directors and executives, and allegations of discrimination and psychological or sexual harassment and human rights.

Justine brings extensive experience with workplace harassment investigations and in conflicts prevention. She accompanies clients throughout the process and conducts investigations on their behalf. She also acts a lead workplace investigator.

A prolific author, Justine regularly publishes on changing employment laws, regulations and jurisprudence. She has co-authored numerous specialized works and is frequently invited to speak at conferences in Canada and abroad.

Justine is accredited and registered as a leading lawyer in psychological harassment in the workplace of the Québec Bar.

Experience

- Lead Counsel for Technicolor Canada Inc. with respect to employment matters.
- Lead Counsel for Rolls-Royce Canada Ltd. with respect to various labour and employment matters.
- Lead Counsel for The CSL Group Inc. with respect to various labour and employment matters.
- Lead Counsel for Greenfield Global Inc. with respect to various labour and employment matters.
- Acted for CiToxLAB Group Inc. in connection with its acquisition of AccelLAB Inc.
- Successfully defended Montréal Gateways Terminals (“MGT”) before the Supreme Court of Canada in *Singh et al.* v. Montréal Gateways Terminals et al. In the case, the plaintiffs, who were of the Sikh religion, alleged that a mandatory health-and-safety-related policy implemented by MGT, requiring all individuals entering its terminal in the Port of Montréal to wear a protective helmet, infringed their rights of freedom of religion and equality. The Superior Court, Court of Appeal and, ultimately, the Supreme Court of Canada confirmed that MGT was entitled to require that persons of the Sikh religion wear hard hats over their turbans despite their religious beliefs prohibiting them from doing so.

Insights & Events

- Author, "Psychological harassment and sexual violence: New obligations for Québec employers", BLG Article, April 2024
- Author, "CPKC’s cannabis restrictions: Ontario Divisional Court orders reconsideration of arbitration award", BLG Article, November 2026
- Author, "Does Québec’s Act respecting labour standards apply to remote work for a U.S. employer?", BLG Article, November 2026
- Author, "Smart glasses at work: Heads-up innovation, head-on compliance for Canadian HR & legal", BLG Article, January 2026
- Author, "The Administrative Labour Tribunal confirms the dismissal of a senior manager for serious misconduct", BLG Article, February 2025
- Author, "Return-to-office mandates and pregnancy: Employers have the right to propose alternative measures", BLG Article, February 2025
- Author, "Pension plans in unionized workplaces: Grievance arbitrators are not plan custodians!", BLG Article, July 2024
- Author, "Psychological harassment: The extent of employers’ obligations in handling complaints", BLG Article, June 2024
- Author, "Overtime pay: An employment class action authorized in Madden c. Nordia Inc.", BLG Article, May 2024
- Co-Author, "‘Person of authority’: When it comes to harassment, executives can’t count on progressive discipline," Talentcanada.ca, November 2023.
- Author, "Couture v. Kleen-Flo Industries Ltd.: Confirmed dismissal of a senior executive for gross misconduct and harassment", BLG Article, July 2023
- Author, "Rolls-Royce Canada Ltd. and Labelle: When the use of AirTags is not protected by freedom of association and expression", BLG Article, June 2023
- Author, "Normes du travail : la définition d'agences de placement de personnel devra être révisée", BLG Article, November 2022

- Author, "COVID-19 vaccination policies: New record of employment guideline for employers", BLG Article, November 2021
- Author, "Mandatory vaccine policy in the workplace: An overview for Canadian employers", BLG Article, August 2021
- Co-Author, "From constructive dismissal to constructive resignation", Talent Canada, February 2021
- Interview, TVA News, «Un employeur peut-il offrir des primes vaccin», January 2021
- Author, "Du-harcelement-psychologique-qui-coute-cher-a-lemployeur", BLG Article, December 2019
- Author, "The Court of Appeal Has Spoken: Safety Must Come First at the Port of Montréal's Terminals", BLG Article, October 2019
- Author, "The Employer's Duty To Make Reasonable Efforts To Reassign Employees Before Dismissing Them For Incompetence… Continued", BLG Article, July 2019
- Co-Author, "Obligation de loyauté : source de protection viable ou peau de chagrin?", Développements récents en droit de la non-concurrence, Service de la formation continue du Barreau du Québec, May 2019.
- Co-Author, "The Economic Cost of Over-Protection," Canadian HR Reporter, Thomson Reuters Canada Ltd., February 1, 2019.
- Interview, Jean-François Venne. "L'immigration d'affaires en plein essor." Les Affaires, Droit des affaires 2018, September 22, 2018.
- Co-author, "L'obligation de l'employeur de déployer des efforts raisonnables pour réaffecter un salarié avant de le congédier pour incompétence," The Canadian Bar Association, Québec Branch, April 17, 2018
- Co-author, "La Loi sur les normes du travail : Mieux s'outiller pour négocier le meilleur règlement possible", Alternative Dispute Resolution (ADR) Institute of Canada, February 22, 2018.

Beyond Our Walls

Professional Involvement

- Board member, Canadian Bar Association's Québec Division
- Member, Wage and Hour Defense Institute (WHDI), U.S.
- Member, Employment Rights and Responsibilities Committee and Co-Chair of the International Law Subcommittee - American Bar Association (ABA)
- Governor, Fondation du Barreau du Québec
- Member, Mediation and Arbitration Institute of Québec
- Instructor, Québec Bar School (2018-2022)

Community Involvement

- Ambassador, Fondation de l'institut universitaire en santé mentale de Montréal

Awards & Recognition

- Recognized in the 2027 edition (and since 2022) of *Best Lawyers in Canada* (Labour and Employment Law)
- Recognized in the 2026 edition (and since 2024) of *The Canadian Legal Lexpert Directory* (Employment Law) and in 2024 (Labour Relations)
- Recognized in the 2026 edition (and since 2025) of *Lexology Index* (formerly *Who's Who Legal: Canada*) (Labour, Employment & Benefits).

- Recognized in the 2025 edition (and since 2019) of *Benchmark Canada - Canada's Leading Litigation Law Firms and Attorneys* as a Future Star.
- Recognized in the 2021 edition (and since 2020) of the *Benchmark Litigation Canada's* "40 & Under Hot List"
- Finalist at the 11th "Les Leaders de demain" (The Leaders of Tomorrow) Gala of the Young Bar Association of Montréal in the civil and commercial litigation category

Bar Admission & Education

- Québec, 2009

- LLB, Université de Montréal, 2004
- MA, Political Science, Université de Montréal, 2007
- Graduate, Microprogram in Law and Labour, Université de Montréal, 2012

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As the largest, truly full-service Canadian law firm, Borden Ladner Gervais LLP (BLG) delivers practical legal advice for domestic and international clients across more practices and industries than any Canadian firm. With over 800 lawyers, intellectual property agents and other professionals, BLG serves the legal needs of businesses and institutions across Canada and beyond – from M&A and capital markets, to disputes, financing, and trademark & patent registration.

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