



Carolyn Kay is a labour and employment lawyer in Hicks Morley's Toronto office. She advises employers on the wide range of legal rights and responsibilities associated with their relationship with employees and unions.

Carolyn regularly appears as counsel on behalf of employers in a variety of forums including rights and interest arbitrations, the Human Rights Tribunal of Ontario, the Ontario Labour Relations Board and the Pay Equity Hearings Tribunal. Carolyn provides ongoing advice to employers in their collective bargaining relationships including negotiations. She is regularly engaged in the development of, and training with respect to, employment-related policies designed to ensure compliance with a broad range of statutes and other legislative obligations.

Carolyn is a member of the firm's Executive Committee and she heads up the firm's practice group for pay equity, an area in which she has developed a singular expertise.

In her spare time Carolyn likes to decompress by finding a quiet corner to read a good book or watch mindless old sitcoms. Carolyn thoroughly enjoys her role as a grandmother and the growing number of grandchildren continues to keep her on her toes.

Practice Areas

[Employment Law](#) [Human Rights](#) [Labour Relations](#) [Pay Equity](#) [Workplace Safety & Insurance](#)

Industries

[Arts & Sports Colleges](#) [Construction](#) [Education](#) [Energy & Utilities](#) [Financial Services](#) [Government Ministries & Agencies \(Federal and Provincial\)](#) [Healthcare](#) [Hospitality & Gaming](#) [Long-Term Care and Home Care](#) [Manufacturing](#) [Media & Communications](#) [Membership Associations](#) [Municipalities & Municipal Agencies](#) [Retail & Wholesale Trade](#) [School Boards](#) [Social Services](#) [Transportation & Warehousing](#) [Universities](#)

Awards & Recognition

The Best Lawyers in Canada™ (2011–2022)

Labour and Employment Law

Who's Who Legal – National Leader, Canada (2020–2021)

Labour, Employment & Benefits

Canadian Legal Lexpert® Directory (2014–2022)

Labour Relations (Consistently Recommended)

Best Lawyers® Global Business Edition (2018)

Labour and Employment Law

Memberships & Affiliations

Canadian Bar Association – Member

The Canadian Credentialing Committee for the College of Labor and Employment Lawyers – Member

The College of Labor and Employment Lawyers – Elected Fellow

Ontario Bar Association – Member (Labour & Employment Law section)

Select Publications & Presentations

“Pay Equity Issues that Women in Law Face – Legislation, Tribunals & Other Remedies that Women Can Use” Canadian Defence Lawyers’ Women’s Caucus & Diversity and Inclusion Committee Joint Panel Webinar (May 25, 2022)

“Ontario and Federal Pay Equity: An Overview” Human Resources Professionals Association Ottawa (January 12, 2021)

Program Instructor, “HRPA Pay Equity Certificate” Human Resources Professionals Association (each April and September since 2015)

“Accommodation of Pregnant Firefighters” Ontario Association of Fire Chiefs Labour Relations Seminar (January 24, 2019)

“The Legal Framework of Teacher Performance Appraisals” Ontario Principals’ Council, Toronto (January 16, 2017 and January 20, 2018)

“Bill 148 Webinar” Ontario Hospital Association, Toronto (December 6, 2017)

Program Instructor, “HRPA Pay Equity Certificate” Toronto (September 27 and 28, 2017) (Semi-annually since 2015)

“Workplace Investigation Training” HM Advantage Sessions and multiple in-house sessions for clients

“Workplace Investigation Training” City client (April 7 and 13, 2017), Hospital client (January 30, 2017)

“Understanding the New Regulation: Executive Compensation Framework” Ontario Hospital Association New Regulation on Executive Compensation Webinar (October 6, 2016)

“Maintaining Pay Equity: The Case for Vigilance” CCH Workplace Equity Guide, Volume 52 (June 2012) and CCH Focus on Canadian Employment and Equality Rights, Vol. 9, Number 27 (March 2012)

Education

York University, Osgoode Hall, J.D.

York University, B.B.A.