SALCO

South Asian Legal Clinic of Ontario

Annual Report 2026

Access to Justice.
Equity. Systemic Change.

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SALCO
South Asian Legal Clinic of Ontario

Annual General Meeting Agenda

Thursday, November 19, 2026 | 6:00 pm – 7:00 pm | Zoom Meeting

Time	Agenda Item	Presenter
6:00 p.m.	Zoom Meeting Opens	All Attendees
6:05 p.m.	AGM Call to Order	Chair, Board of Directors
6:05 p.m.	Land Acknowledgement	SALCO Staff
6:10 p.m.	Approval of Agenda	Chair, Board of Directors
6:10 p.m.	Beyond the Case File: Stories of SALCO's Work and Impact (a review of 2025)	SALCO Staff
6:30 p.m.	Approval of 2025 AGM Minutes	Chair, Board of Directors
6:35 p.m.	SALCO Chair Report	Chair, Board of Directors
6:40 p.m.	i) Treasurer's Report on the Audited Financial Statements of the Year Ending March 31, 2026 ii) Approval of Auditor	Treasurer, Board of Directors
6:50 p.m.	Nominations to SALCO Board of Directors (Presentation of Slate)	Nominations Committee, Board of Directors
7:00 p.m.	Adjournment of Meeting	Chair, Board of Directors

Land Acknowledgement

SALCO Annual General Meeting 2026

English: As we gather today from many places across Ontario, we begin by acknowledging that the lands on which we live and work have long been the traditional territories of Indigenous Nations.

The South Asian Legal Clinic of Ontario (SALCO), based in Toronto, acknowledges that we live, work and serve on the lands of the Mississaugas of the Credit, the Haudenosaunee, the Anishinaabe, and the Huron-Wendat peoples. These lands are part of the Dish With One Spoon Wampum Belt Covenant — an agreement to share, care for, and protect this territory collectively and peacefully.

Bengali: টরন্টো-ভিত্তিক সাউথ এশিয়ান লিগ্যাল ক্লিনিক অফ অন্টারিও (স্যালকো) স্বীকার করে যে, আমরা মিসিসাগাস অফ দ্য ক্রেডিট, হাউডেনোসাউনি, আনিশিনাবি এবং হুরন-ওয়েন্ডাট জনগোষ্ঠীর ভূমিতে বসবাস করি, কাজ করি এবং সেবা প্রদান করি। এই ভূমিগুলো 'ডিশ উইথ ওয়ান স্পুন ওয়াম্পাম বেল্ট কভেন্যান্ট'-এর অংশ—যা এই ভূখণ্ডকে সম্মিলিত ও শান্তিপূর্ণভাবে ভাগ করে নেওয়া, এর যত্ন নেওয়া এবং রক্ষা করার একটি চুক্তি।

English: We recognize that those joining us today are situated on different territories across the province — from the homelands of the Anishinaabe, Cree, and Oji-Cree in the North, to the territories of the Haudenosaunee and the Anishinaabe in the South, to the Métis Nation communities throughout Ontario. We invite everyone to take a moment to reflect on the Indigenous lands they are on today.

Punjabi: ਅਸੀਂ ਜਾਣਦੇ ਹਾਂ ਕਿ ਅੱਜ ਸਾਡੇ ਨਾਲ ਜੁੜਨ ਵਾਲੇ ਲੋਕ ਸੂਬੇ ਭਰ ਦੇ ਵੱਖ-ਵੱਖ ਇਲਾਕਿਆਂ ਵਿੱਚ ਮੌਜੂਦ ਹਨ — ਉੱਤਰ ਵਿੱਚ ਅਨਿਸ਼ੀਨਾਬੇ (Anishinaabe), ਕ੍ਰੀ (Cree) ਅਤੇ ਓਸੀ-ਕ੍ਰੀ (Oji-Cree) ਲੋਕਾਂ ਦੀਆਂ ਜੱਦੀ ਧਰਤੀਆਂ ਤੋਂ ਲੈ ਕੇ, ਦੱਖਣ ਵਿੱਚ ਹੌਡਨੋਸੌਨੀ (Haudenosaunee) ਅਤੇ ਅਨਿਸ਼ੀਨਾਬੇ ਲੋਕਾਂ ਦੇ ਇਲਾਕਿਆਂ ਤੱਕ, ਅਤੇ ਪੂਰੇ ਓਂਟਾਰੀਓ ਵਿੱਚ ਫੈਲੇ ਮੇਟਿਸ ਨੇਸ਼ਨ (Métis Nation) ਦੇ ਭਾਈਚਾਰਿਆਂ ਤੱਕ। ਅਸੀਂ ਸਾਰਿਆਂ ਨੂੰ ਬੇਨਤੀ ਕਰਦੇ ਹਾਂ ਕਿ ਉਹ ਕੁਝ ਪਲ ਕੱਢ ਕੇ ਉਨ੍ਹਾਂ ਮੂਲ ਨਿਵਾਸੀਆਂ ਦੀਆਂ ਧਰਤੀਆਂ ਬਾਰੇ ਵਿਚਾਰ ਕਰਨ, ਜਿਨ੍ਹਾਂ 'ਤੇ ਉਹ ਅੱਜ ਮੌਜੂਦ ਹਨ।

English: As a clinic serving South Asian communities, we also recognize the importance of situating our work within a broader understanding of colonization — both here in Canada and across the global South. We acknowledge that our presence on these lands is shaped by histories of displacement, migration, and resistance. We commit ourselves to standing in solidarity with Indigenous communities in their ongoing struggles for justice, sovereignty, and self-determination. In our work toward racial, gender, and economic justice, we honour the leadership of Indigenous peoples who have always defended the land, the water, and the rights of all beings to live with dignity. We strongly support and advocate to fully implement the National Action Plan for the Missing and Murdered Indigenous Women, Girls and indigenous 2SLGBTQQIA+ People and the calls for justice that prioritize Indigenous women's safety and healing.

Miigwetch, Nia:wen, Merci, and Thank You.

SALCO
South Asian Legal Clinic of Ontario

Year at a Glance

Direct legal services, community education and systemic advocacy

TOTAL CASES

3,115

REPORTING PERIOD

October 1, 2025 – September 30, 2026

What this work looks like

Direct legal services

Advice, representation and advocacy in immigration, family law, tenants' rights, disability and other income supports, employment, and gender-based violence.

Holistic client support

Legal assistance was complemented by safety planning, housing navigation, income-support applications, counselling and connections to community resources.

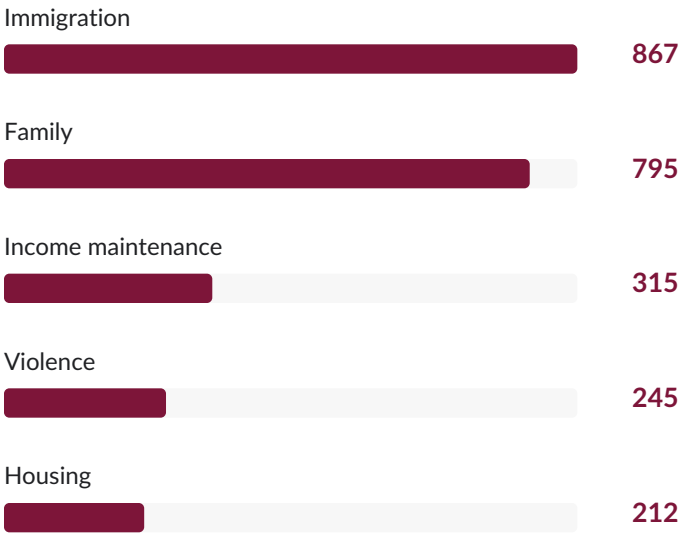
Public legal education

Multilingual information and community-based sessions helped individuals understand their rights and frontline organizations respond to complex legal issues.

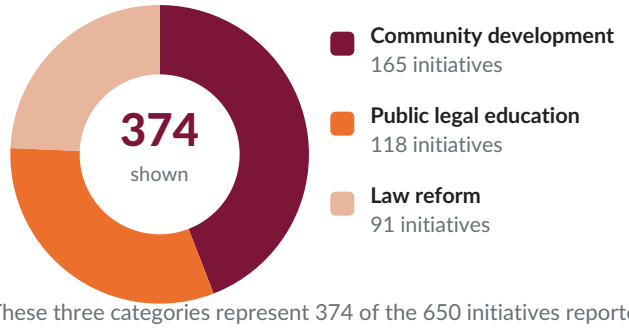
Community and systems change

SALCO brought recurring barriers identified through casework into law reform, test-case research, policy submissions and coalition advocacy.

Top five areas of law



Top 3 Reported Initiative Categories



These three categories represent 374 of the 650 initiatives reported overall.

Legal Services & Client Support

Responding to intersecting legal, social and economic challenges

SALCO's casework reflects how legal problems rarely occur in isolation. Immigration status, safety, housing, employment, disability benefits and family relationships frequently intersect, requiring coordinated, culturally responsive assistance.

Immigration, status and family safety

Clients received assistance with family-violence temporary resident permits, humanitarian and compassionate permanent residence applications, work-permit and citizenship matters, immigration appeals and Federal Court judicial reviews. Advocacy included challenging a refusal involving a sole parent caring for children, responding to the unauthorized renunciation of a woman's permanent resident status through abuse of her online account, and supporting an older caregiver facing uncertain immigration status after family bereavements.

Income security and disability

SALCO advocated for Ontario Disability Support Program (ODSP) applicants, including complex medical appeals and reconsiderations, and worked on Ontario Works, CPP disability, Employment Insurance and other income supports. Accommodations helped clients facing technology or health barriers participate in appeal hearings, including through written-hearing arrangements. Casework also addressed access to identification and essential benefits.

Family law and GBV

Representation supported survivors seeking parenting arrangements, decision-making responsibility, child and spousal support, including retroactive support. The clinic responded to intimate partner violence and forced marriage through integrated family and immigration strategies. In contested family proceedings, evidence gathering and responding affidavits helped protect clients' rights.

Employment, housing and practical remedies

Legal work included unpaid wage claims, wrongful-dismissal advocacy, pregnancy-related discrimination issues, Employment Insurance appeals, and tenant and housing-related issues. Outcomes reported by the team included settlement of an employment dispute and the resumption of EI benefits following an appeal. Beyond formal proceedings, staff helped clients navigate access to income support, housing applications, legal aid certificates and appropriate referrals.

HOLISTIC SOCIAL-WORK SUPPORT

SALCO provided safety planning, supportive counselling, housing and income-support navigation, legal-aid assistance, advocacy and referrals, helping clients facing violence and other complex challenges.

Community Engagement & Advocacy

From individual cases to public legal education and systemic reform

650
Total initiatives

118
PLE initiatives

91
Law reform initiatives

Public legal education and community reach

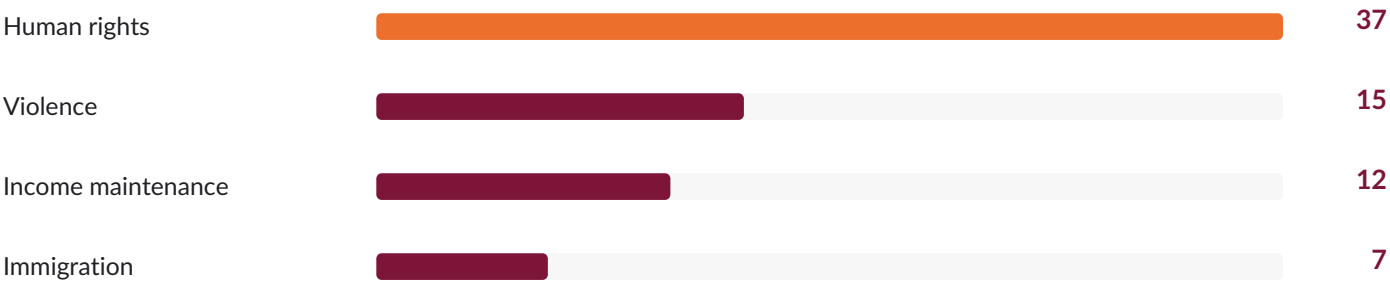
SALCO delivered accessible legal information in South Asian languages and worked with partners across Ontario. Sessions addressed tenants' and human rights, employment and immigration rights, forced marriage, gender-based violence, wills, powers of attorney, and legal issues affecting international students. Examples included training for Assaulted Women's Helpline, legal education with COSTI, Peel Multicultural Council, the Ontario Association of Social Workers, Catholic Crosscultural Services, Sangamam and community groups serving Tamil seniors. A recent session about changes in immigration for the OCASI conference had 650 attendees, while a family-law webinar for social workers reached approximately 200 participants.

Beyond office appointments: SALCO sustained satellite and outreach connections through partners in Scarborough, Toronto and Peel, alongside community events, student initiatives and multilingual social-media education.

Law reform, litigation and human rights

SALCO intervened before the Supreme Court of Canada in Ahluwalia v. Ahluwalia, bringing a perspective on intimate partner violence and access to justice. SALCO also continued its work on the constitutional challenge to the Canada–U.S. Safe Third Country Agreement, concerning access to refugee protection. Other advocacy addressed federal bail and sentencing reform, immigration policy, family-status discrimination and income security. SALCO participated in human-rights and community-clinic coalitions and contributed research on racialized migrant women's access to justice for a UN Commission on the Status of Women forum.

Selected law reform initiative areas



The reported initiative figures cover October 1, 2025–September 30, 2026. Narrative examples reflect staff submissions and may include activity outside that statistical period.

Annual General Meeting

Minutes of the 2025 Meeting

Tuesday, November 18, 2025 | Via Zoom | Toronto, Ontario

01 Welcome and Opening

The AGM opened to the public at 6:04 p.m. with a welcome by Executive Director Shalini Konanur and Board Chair Lisa Amin.

02 Land Acknowledgement

Staff lawyers Khamalene and Atulya presented the Land Acknowledgement at 6:05 p.m. in Tamil and Hindi. It recognized the contributions and historical importance of Indigenous peoples in Ontario, including the Anishinaabe, Haudenosaunee, Wendat Nations and Mississaugas of the Credit, as well as diverse First Nations, Inuit and Métis peoples. The acknowledgement noted that Toronto is covered by Treaty 13 with the Mississaugas of the Credit. It situated SALCO's work within a wider understanding of colonization and reaffirmed the commitment to Truth and Reconciliation, particularly justice for missing and murdered Indigenous women and girls.

03 In Conversation: The Rise of Hate Against South Asian Communities in Canada

Shalini introduced the discussion with Samya Hasan and Nuzhat Jafri at 6:08 p.m. The panel concluded at 6:53 p.m.

04 Business Meeting: Call to Order

Board Chair Lisa Amin called the AGM business meeting to order at 6:55 p.m., welcomed attendees and explained the online-poll voting process.

05 Approval of Agenda and Previous Minutes

The Chair presented the 2025 AGM agenda for approval.

MOTION Approve the 2025 AGM agenda.

Moved by: Adel Mian **Seconded by:** Shanjan Rahman

Carried | Yes: 100% • Abstentions: 0%

The 2024 AGM minutes were presented for approval.

MOTION Approve the 2024 AGM minutes.

Moved by: Alizeh Khorasanee **Seconded by:** Mo Jeewa

Carried | Yes: 100% • Abstentions: 0%

06 Chair and Executive Director's Report

Lisa Amin presented the joint Message from the Chair and Executive Director. The report highlighted the pressures confronting low-income South Asian communities in 2024–2025, including rapid

immigration policy changes, growing gender-based and racialized violence, inflation and the housing crisis.

Despite increasing demand and constrained resources, SALCO continued to assist international students, survivors of family violence and other community members; deliver public legal education and human-trafficking training; advance test-case litigation before the Federal Court and Supreme Court of Canada; expand satellite services in Scarborough; and pursue community outreach and law reform. The report emphasized SALCO's culturally responsive services and commitment to equity and human rights.

07 Treasurer's Report and Appointment of Auditor

Treasurer Alizeh Khorasanee presented the audited financial statements for the year ended March 31, 2025. The principal points reported were:

- The auditors issued a clean audit report, with no issues or recommendations raised.
- Revenue had increased through grant funding, donations and honoraria.
- The clinic's finances and risk profile remained stable and broadly in line with the preceding year; no significant changes were reported.
- Legal Aid Ontario remained the principal funder. Project support also came from the Department of Justice Canada, United Way Greater Toronto and the Kassam Foundation, including support for work related to gender-based violence.

The Treasurer recommended retaining the current auditor.

MOTION Approve the audited financial statements for the year ended March 31, 2025.

Moved by: Mackinder Samrai **Seconded by:** Priya Vansh

Carried | Yes: 100% • Abstentions: 0%

MOTION Appoint Rashidi LLP, Chartered Professional Accountants, as auditor for the year ended March 31, 2026.

Moved by: Mackinder Samrai **Seconded by:** Adel Mian

Carried | Yes: 100% • Abstentions: 0%

08 Nominations to the Board of Directors

Adel Mian, identified in the draft minutes as Co-Chair of the Board's Nominations Committee, presented the nomination process. Seven vacancies were to be filled: three returning directors seeking re-election and four new nominees, as reported in the meeting record. The committee had reviewed applications and recommended a slate approved by the Board for presentation at the AGM. The requirement for election from the floor had been removed. Nominees were invited to introduce themselves briefly; biographies appeared in the AGM package.

Lisa Amin (2025–2027) — The current Board Chair reflected positively on her work with the Board and on advancing SALCO's mission.

Marium Yousuf (2025–2027) — Adel noted her contributions to the Policy Committee and its work approving policies.

Chrishyami Sivaraj (2025–2027) — Unable to attend because of childcare responsibilities; Lisa highlighted her longstanding contribution and valuable human-resources expertise.

Sumena Hussain (2025–2027) — Unable to attend because of an emergency; her broad skills were noted.

Jennifer Jobanputra (2025–2026) — Nominated to fill a mid-term vacancy; her commitment to serving South Asian communities was noted.

Thaniya Jayachandra (2025–2026) — Nominated to fill a mid-term vacancy; a former SALCO summer law student and student Board member, she expressed enthusiasm for further committee work.

Iniyana Padmaseelan (2025–2026) — Nominated as student Board member; her nonprofit and community-service experience and interest in governance were noted.

MOTION Approve the proposed slate of Board nominees.

Moved by: Mo Jeewa **Seconded by:** Shanjan Rahman

Carried | Yes: 100% • No: 0% • Abstentions: 0%

09 Recognition of Alizeh Khorasanee

Board Chair Lisa Amin thanked long-serving Board member and Treasurer Alizeh Khorasanee for her dedication, contributions and clear judgment.

10 Adjournment

There being no further business, the Chair presented a motion to adjourn. The meeting was adjourned at 7:35 p.m. on November 18, 2025.

MOTION Adjourn the 2025 AGM business meeting.

Moved by: Thaniya Jayachandra **Seconded by:** Alizeh Khorasanee

Carried unanimously | No vote breakdown recorded

Minutes prepared by: Anchal Bhatia

Message from the Chair of the Board

SALCO Annual General Meeting 2026

As we reflect on the past year, I am struck by both the growing challenges facing the communities we serve and the determination of the South Asian Legal Clinic of Ontario (SALCO) to meet those challenges. Rising economic insecurity, significant changes to immigration policy, increasing anti-South Asian racism, and growing demands for legal and social supports have made SALCO's work more essential than ever.

For low-income South Asian communities across Ontario, barriers to justice are often interconnected. Housing insecurity, precarious employment, immigration uncertainty, gender-based violence, racism, and language barriers can create overwhelming challenges for individuals and families. Throughout the year, SALCO remained committed to responding with culturally responsive, accessible, and holistic legal and social services.

SALCO continued to provide legal representation and assistance in immigration and refugee law, family law, employment, housing, human rights, and income security matters. Our staff supported survivors of gender-based violence, international students, temporary foreign workers, and other vulnerable community members navigating increasingly complex legal circumstances.

Our social support team played an equally vital role, assisting clients with housing instability, safety planning, mental health concerns, and connections to essential community resources. This integration of legal and social services remains one of SALCO's greatest strengths, recognizing that meaningful access to justice requires addressing the broader circumstances affecting our clients' lives.

SALCO continued its extensive public legal education and community outreach activities, delivering training to community members, frontline organizations, legal professionals, health-care providers, and government institutions. These initiatives addressed immigration, housing, family law, employment rights, human trafficking, and gender-based violence.

Particularly important was our work with health-care professionals supporting survivors of intimate partner violence, and our education for police, coroners, and forensic investigators on the experiences of racialized communities affected by violence.

Through our Tareekh pe Tareekh initiative, multilingual legal education, community partnerships, and satellite services in Scarborough, Toronto and Peel Region, SALCO continued to reach individuals who might otherwise face significant barriers to legal assistance.

SALCO continued to advance systemic change through strategic litigation, law reform, and national and international human rights advocacy.

Our interventions before the Supreme Court of Canada in Ahluwalia v. Ahluwalia and Dunmore v. Mehralian reflected our commitment to ensuring that the legal system recognizes the experiences of racialized women and families. In May 2026, the Supreme Court delivered its landmark decision in Ahluwalia, recognizing a new tort of intimate partner violence grounded in coercive control. SALCO was proud to contribute to this important development in Canadian law.

Our litigation work also included continued involvement in the constitutional challenge to the Canada–U.S. Safe Third Country Agreement, intervention in Toussaint v. Canada concerning access to essential health care for migrants without secure immigration status, and advocacy concerning access to counsel, immigration reform, and protections for survivors of gender-based violence.

Beyond the courts, SALCO remained an active voice in provincial, national, and international human rights advocacy. Through the Colour of Poverty – Colour of Change campaign, the Canadian Network for Equity and Racial Justice, and other coalitions, we continued to challenge systemic racism and advocate for the rights of low-income and racialized communities.

Our work included contributions to the National Equity and Racial Justice Summit, participation in the Federal-Provincial-Territorial Continuing Committee of Officials on Human Rights and its Civil Society Forum, and continued involvement with the Ontario Human Rights Commission's Community Advisory Group.

Internationally, SALCO engaged with the United Nations Special Rapporteur on contemporary forms of racism during her 2026 visit to Canada and continued work on submissions relating to Canada's obligations under the International Covenant on Economic, Social and Cultural Rights. These efforts build on SALCO's ongoing engagement with United Nations human rights mechanisms and reflect our commitment to ensuring that the experiences of our communities inform both national policy and international human rights accountability.

At a time of growing racism, xenophobia, and inequality, this work remains critically important.

Throughout the year, the Board continued to focus on strong governance, financial accountability, organizational sustainability, and supporting SALCO's staff. This included reviewing organizational policies, strengthening governance practices, maintaining financial oversight, and exploring opportunities to diversify funding.

An important initiative was the development of a Responsible Use of Artificial Intelligence Policy for staff, recognizing the importance of client confidentiality, professional responsibility, and ethical practices as new technologies become increasingly integrated into legal services.

We also recognize that demand for SALCO's services continues to exceed available resources. Supporting our staff, maintaining organizational stability, and ensuring that SALCO remains a strong and independent advocate for our communities will continue to guide the Board's work. To that end SALCO has worked hard to diversify its services with provincial funding from the Legal Aid Ontario, federal funding, funding from the United Way, and funding from two private foundations.

In June 2026, SALCO's Executive Director, Shalini Konanur, was elected Treasurer of the Law Society of Ontario, becoming the first woman of colour and the first representative of Ontario's community legal clinic sector to hold this position in the Law Society's 229-year history. This historic appointment is an important recognition of the leadership, experience, and perspectives of those working directly with marginalized communities. As a Board, we are proud to see the values and experiences of the community legal clinic system represented at the highest levels of the legal profession.

On behalf of the Board of Directors, I want to express my deepest gratitude to SALCO's extraordinary staff. Their compassion, expertise, resilience, and unwavering commitment to social justice are the foundation of everything this organization accomplishes. Whether representing clients, providing social supports, delivering legal education, building community partnerships, or advocating for systemic change, they bring both professionalism and humanity to their work.

This year, I want to offer particular recognition to the many staff members who have stepped forward to take on greater leadership and responsibility while Shalini has assumed her additional responsibilities at the Law Society of Ontario. They have embraced new challenges, supported one another, assumed additional responsibilities, and ensured that SALCO continues to deliver high-quality services and respond to the growing needs of our communities.

We recognize that this has required considerable flexibility, initiative, additional work, and dedication. Their willingness to step forward speaks to the remarkable strength of this team and their deep commitment to SALCO and the people we serve. As a Board, we are enormously grateful for their leadership and contributions. SALCO's strength has always been its people, and this year has demonstrated that more clearly than ever.

I also thank Shalini for her continued leadership and commitment to SALCO, and my fellow Board members for their thoughtful engagement, dedication, and stewardship of the organization.

Our sincere appreciation extends to our volunteers, community partners, and funders, including Legal Aid Ontario, the Department of Justice Canada, the Kassam Foundation,

the Raj Anand and Lesley Valentine-Anand Foundation, and United Way Greater Toronto, whose support makes our work possible.

Most importantly, we thank the individuals and families who place their trust in SALCO, often during some of the most difficult moments in their lives.

As we look ahead, we remain guided by the belief that access to justice is a fundamental right. SALCO's work is ultimately about dignity, fairness, and ensuring that the voices and experiences of low-income South Asian communities are heard and respected.

We are proud of what SALCO has accomplished and remain committed to building on that work in the years ahead.

Lisa Amin

Chair, SALCO Board of Directors

SALCO
SOUTH ASIAN LEGAL CLINIC OF ONTARIO

Audited Financial Statements

For the Year Ended March 31, 2026

The original audited financial statements follow this page.

SOUTH ASIAN LEGAL CLINIC OF ONTARIO

FINANCIAL STATEMENTS

MARCH 31, 2026

Rashidi LLP | CHARTERED PROFESSIONAL ACCOUNTANTS

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INDEPENDENT AUDITOR'S REPORT

To the Members of
South Asian Legal Clinic of Ontario

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of South Asian Legal Clinic of Ontario ("the Organization"), which comprise the statement of financial position as at March 31, 2026, the statement of operations, the statement of changes in net assets, and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of South Asian Legal Clinic of Ontario as at March 31, 2026, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Rashidi LLP

Richmond Hill, Ontario
July 22, 2026

Chartered Professional Accountant
Licensed Public Accountant

SOUTH ASIAN LEGAL CLINIC OF ONTARIO

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2026

ASSETS

	Legal Aid Fund	Legal Disbursement Fund	General Fund	Forced Marriage Fund	2026	2025
Current						
Cash	$ 63,114	$ 18,067	$ 337,534	$ 15,757	$ 434,472	$ 359,150
Grants receivable	-	-	11,623	-	11,623	14,017
HST recoverable	11,881	113	224	-	12,218	57,103
Prepaid expenses (Note 9)	23,903	-	-	-	23,903	16,362
	98,898	18,180	349,381	15,757	482,216	446,632
Interfund balances	(15,685)	4,271	11,414	-	-	-
	$ 83,213	**$ 22,451**	**$ 360,795**	**$ 15,757**	**$ 482,216**	**$ 446,632**

LIABILITIES AND NET ASSETS

Current						
Accounts payable and accrued liabilities	$ 6,563	$ -	$ 3,746	$ -	$ 10,309	53,873
Grants repayable (Note 10,11	-	-	-	-	-	129
Deferred grants (Note 3)	51,912	-	60,674	-	112,586	50,837
	58,475	-	64,420	-	122,895	104,839
Fund balances	24,738	22,451	296,375	15,757	359,321	341,793
	$ 83,213	**$ 22,451**	**$ 360,795**	**$ 15,757**	**$ 482,216**	**$ 446,632**

Approved on behalf of the Board:

Director ***Director***

(The accompanying notes are an integral part of these financial statements)

SOUTH ASIAN LEGAL CLINIC OF ONTARIO

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MARCH 31, 2026

	Legal Aid Fund	Legal Disbursement Fund	General Fund	Forced Marriage Fund	2026	2025
Balance, beginning of year	$ 23,417	$ 17,161	$ 285,458	$ 15,757	$ 341,793	$ 279,537
Excess of revenue over expenses	1,321	5,290	10,917	-	17,528	62,256
Balance, end of year	**$ 24,738**	**$ 22,451**	**$ 296,375**	**$ 15,757**	**$ 359,321**	**$ 341,793**

(The accompanying notes are an integral part of these financial statements)

SOUTH ASIAN LEGAL CLINIC OF ONTARIO

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2026

	Legal Aid Fund	Legal Disbursement Fund	General Fund	Forced Marriage Fund	2026	2025
Revenue						
Grants (Notes 4,10,11)	$ 1,075,571	$ 6,700	$ 267,148	$ -	$ 1,349,419	$ 1,316,393
Donations & fundraising	-	-	2,055	-	2,055	43,737
Fees for service	-	-	9,420	-	9,420	15,250
Interest & recoveries	11,846	9	1,049	-	12,904	15,837
	1,087,417	6,709	279,672	-	1,373,798	1,391,217
Expenses						
Salaries & benefits	880,927	-	246,462	-	1,127,389	1,108,184
Occupancy	94,148	-	-	-	94,148	93,734
Purchased services	64,772	-	3,244	-	68,016	55,545
Professional dues	19,450	-	5,867	-	25,317	22,463
Travel	9,954	-	2,516	-	12,470	14,825
Supplies & services	7,656	6	10,666	-	18,328	19,500
Communication & publicity	5,293	-	-	-	5,293	6,670
Equipment	3,896	-	-	-	3,896	4,663
Legal disbursements	-	1,413	-	-	1,413	3,043
Library	-	-	-	-	-	334
	1,086,096	1,419	268,755	-	1,356,270	1,328,961
Excess of revenue over expenses (Notes 10,11)	**$ 1,321**	**$ 5,290**	**$ 10,917**	**$ -**	**$ 17,528**	**$ 62,256**

(The accompanying notes are an integral part of these financial statements)

SOUTH ASIAN LEGAL CLINIC OF ONTARIO

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2026

	2026	2025
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenses	$ 17,528	$ 62,256
Changes in non-cash working capital items		
Grants receivable	2,394	(4,455)
HST recoverable	44,885	(15,056)
Prepaid expenses (Note 9)	(7,541)	(688)
Accounts payable and accrued liabilities	(43,564)	16,150
Deferred grants (Note 3)	61,749	5,837
Grants repayable (Note 10,11)	(129)	129
	57,794	1,917
Increase in cash during the year	75,322	64,173
Cash and cash equivalents, beginning of the year	359,150	294,977
Cash and cash equivalents, end of the year	**$ 434,472**	**$ 359,150**

(The accompanying notes are an integral part of these financial statements)

INCORPORATION AND PURPOSE OF ORGANIZATION:

The South Asian Legal Clinic of Ontario ("SALCO") was incorporated in Ontario on February 6, 2001 as a not-for-profit organization without share capital.

SALCO was established to increase access to the justice system for low-income South Asians in a culturally and linguistically sensitive manner.

1. SIGNIFICANT ACCOUNTING POLICIES:

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting.

Outlined below are those policies considered particularly significant:

a) Revenue recognition

Contributions

The Organization uses the deferral method in accounting for contributions which include donations, government grants and other contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Operating grants and contributions are recognized as revenue in the year in which the related expenses are incurred. Grants approved but not received at the end of an accounting period are accrued. Where a portion of the grant relates to a future period, it is deferred and recognized in that subsequent period.

Fees for services

Fees for services are recognized as revenue when services are rendered.

Investment income

Investment income consists of interest earned from short-term deposits and savings accounts held with Canadian banks. Interest income is recorded as earned when received.

All other income

All other income including membership fees and recovery of costs are recognized as revenue when earned and the related services are provided.

b) Expense Recognition

Expenses are recognized on the accrual basis.

1. SIGNIFICANT ACCOUNTING POLICIES: (Continued)

c) Income taxes

The organization is a not-for-profit organization under the Income Tax Act (Canada) and, as such, is exempt from income taxes.

d) Contributed Services

Volunteers contribute significant time to assist the organization in carrying out its services and activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

e) Financial instruments

Financial instruments consist of cash, accounts receivable, accounts payable and accrued liabilities. Financial instruments are initially recorded at historical cost. If subsequent circumstances indicate that a decline in the fair market value of a financial asset is other than temporary, the financial instrument is written down to its fair market value. Unless otherwise indicated, it is management's opinion that the organization is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair market value of these instruments approximate recorded amounts because of the short period to receipt or payment of cash.

f) Capital Assets

Property, plant and equipment are initially recorded at acquisition cost. Amortization is provided at the following rates which are formulated to charge operations with the cost of the property and equipment over their estimated useful lives as follows:

Furniture and fixtures	20% Straight-line
Leasehold Improvements	20% Straight-line

Amortization is recognized in expenses when the asset is available for use. The above rates are reviewed annually to ensure they are appropriate. Any changes are adjusted for on a prospective basis. If there is an indication that the assets may be impaired, an impairment test is performed that compares carrying amount to net recoverable amount. There were no impairment indicators in 2026.

g) Internally restricted funds

The Organization has internally restricted net assets to be used for specific purposes. These funds are not available for operations without approval of the Board. The internally restricted reserve funds are as follows:

General Fund

These funds are used to provide a range of legal and paralegal services, including information, advice and representation, to low-income individuals and families.

1. SIGNIFICANT ACCOUNTING POLICIES: (Continued)

g) Internally restricted funds (Continued)

Legal Disbursements Fund

These funds are used to provide for certain direct expenses incurred in the representation of the organization client's in legal proceedings.

Legal Aid Fund

This fund holds the operating surpluses of the organization that have been funded by Legal Aid Ontario and are used to fund future operational expenditures related to legal aid activities.

Forced Marriage Fund

These funds are used to provide for certain direct expenses incurred in the representation of the organization client's in forced marriage cases.

2. CAPITAL ASSETS:

	2026			2025
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Leasehold improvements	$ 17,995	$ 17,995	$ -	$ -
Furniture	20,373	20,373	-	-
	$ 38,368	**$ 38,368**	**$ -**	**$ -**

Amortization for the year is $NIL (2025 - $NIL).

3. DEFERRED GRANTS:

Deferred grants are summarized as follows:

	2026	2025
Legal Aid Ontario - ARAO-D Training Project	$ 51,912	$ -
Canadian Heritage - Court Challenges Program	43,839	45,000
ANAND Foundation	15,888	-
United Way	947	5,837
	$ 112,586	**$ 50,837**

Continuity of deferred grants for the year is as follows:

Deferred grants, beginning of year	$ 50,837	$ 45,000
Add – received/receivable during the year	1,411,168	1,322,230
Less - grant revenue recognized in the year	(1,349,419)	(1,316,393)
	$ 112,586	**$ 50,837**

4. GRANT REVENUE RECOGNIZED IN THE YEAR:

Grants are comprised of the following:

	2026	2025
Legal Aid Ontario ("LAO")	$ 1,041,913	$ 1,086,548
Legal Aid Ontario - ARAO-D Training Project	40,358	37,000
Department of Justice Canada	119,914	117,671
ANAND Foundation	63,110	-
United Way	74,890	70,000
Employment & Social Development Canada	8,073	5,174
Canadian Heritage - Court Challenges Program	1,161	-
	$ 1,349,419	**$ 1,316,393**

5. USE OF ESTIMATES:

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the reported period. Significant items subject to such estimates and assumptions include the useful lives of capital assets, prepaid membership dues and year-end accrued liabilities. Actual results could differ from management's best estimates as additional information becomes available in the future.

6. CAPITAL MANAGEMENT AND ECONOMIC DEPENDENCE:

The organization includes cash, accounts payable and accrued liabilities, deferred operating grant revenue, and net assets in its capital management consideration. The organization's objectives when managing capital are to safeguard its ability to continue as a going concern and continue to execute its mandate within the restrictions that the organization is not in receipt of core funding.

The organization monitors these items to assess its ability to fulfil its ongoing financial obligations. The organization relies primarily on grants, fundraising and donations to fund its operations and makes adjustments to its budgeted expenditures in light of changes. The organization is not subject to externally imposed capital requirements.

The organization is dependent on government grants for continued operations.

7. COMMITMENTS:

The Organization is committed to a lease for its satellite office at 705 Progress Avenue located in Scarborough, Ontario, which requires the following annual minimum payments:

2027	$ 7,200
2028	$ 7,200
2029	$ 1,200

The term of this lease commitment expires on May 31, 2028.

8. FINANCIAL INSTRUMENTS - RISK MANAGEMENT:

a) Interest Rate Risk

Interest rate risk is the risk of potential financial loss caused by fluctuations in their fair value of future cash flow of financial instruments due to changes in market interest rates.

b) Credit Risk

Credit risk is the potential for financial loss should a counter-party in a transaction fail to meet its obligations. Due to the nature of the contributions and general operations, the Organization does not face any significant concentration of credit risk.

c) Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Organization manages this risk by preparing and monitoring detailed forecasts of cash flows from operations, anticipating investing and financing activities and holding assets that can be readily converted into cash.

The organization's financial instruments consist of cash, accounts and grants receivable, accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit or liquidity risks. The fair value of these financial instruments approximates their carrying values.

The extent of the organization's exposure to the above risks did not change during 2026.

9. PREPAID EXPENSES:

The prepaid expense balance is comprised of the following:

	2026	2025
Professional dues	$ 9,728	$ 9,537
Memberships	6,962	6,825
Rent - LAO	7,213	-
	$ 23,903	**$ 16,362**

10. GRANT REPAYMENT:

Where SALCO incurs a surplus from the annual budgeted operating funds provided by Legal Aid Ontario (Legal Aid Fund), such a surplus does not constitute earned grant revenue and is repayable to Legal Aid Ontario. Where SALCO retains a surplus for a project specifically funded by Legal Aid Ontario outside of SALCO's core funding, that surplus does not constitute earned grant revenue and is either repayable to Legal Aid Ontario or requested to be transferred to another clinic that is taking over management of that project.

11. PRIOR PERIOD ADJUSTMENT:

Legal Aid Ontario, during the fiscal year covered by these financial statements, has reallocated the surplus from the previous fiscal year by reducing the 2026 funding paid to SALCO by that amount. These statements have reduced the revenue from grants for the 2025 fiscal year by the amount calculated. The effect on these financial statements is as follows:

	As previously reported	Adjusted	Difference
Revenue from Grants 2025 fiscal period	$ 1,316,522	$ 1,316,393	$ 129
Grants Repayable as at Mar 31, 2025	$ -	$ 129	$ 129
Closing Surplus 2025 fiscal period	$ 341,922	$ 341,793	$ 129

Board of Directors & 2026 Nominations Slate

SALCO Annual General Meeting 2026

Continuing directors | Not up for re-election

Lisa Amin (2025–2027) Human rights, employment and labour lawyer.

Marium Yousef (2025–2027) Human resources, governance and compliance professional.

Chrishyami Sivaraj (2025–2027) Human resources leader.

Kish Mahmud (2025–2027) Account Manager, RBC Commercial.

Proposed slate | Returning directors seeking re-election

Adel Mian

Running for Re-Election; Board Term 2026–2028

Adel Mian is a public law lawyer and Discipline Counsel at the College of Immigration and Citizenship Consultants, having previously practised civil litigation. A SALCO director since 2024, he serves as Board Secretary and Chair of the Policy Committee and previously chaired the Nominations Committee. His longstanding involvement with SALCO, poverty law volunteering with Parkdale Community Legal Services, work on wrongful-conviction issues and extensive executive service with the North York Muslim Association reflect his commitment to community-based advocacy. Adel is dedicated to advancing SALCO's mandate, meaningful access to justice and representation for South Asian and Muslim communities.

Thaniya Jeyachandra

Running for Re-Election; Board Term 2026–2028

Thaniya Jeyachandra is an employment lawyer and workplace investigator. She first worked with SALCO as a summer law student and later served as a student Board member from 2021 to 2023, participating in strategic planning and policy work, including the review of SALCO's by-laws. She returned to the Board in 2025 to fill a mid-term vacancy. Her practice includes wrongful dismissal, workplace disputes and human rights matters. Thaniya brings legal expertise, institutional knowledge and a strong commitment to the clinic's mission and governance.

2026 Nominations Slate

Returning directors seeking re-election | Continued

Mackinder Samrai

Running for Re-Election; Board Term 2026–2028

Mackinder Samrai is a Chartered Professional Accountant (CPA) and business owner with extensive financial-sector experience, including financial reporting, analysis and forecasting. He currently serves as SALCO's Board Treasurer, supporting the Board's financial oversight and stewardship of the clinic's resources. Mackinder joined the Board because of his belief in supporting an organization that provides tangible assistance to communities too often underserved by institutions. He is particularly concerned about the challenges faced by low-income South Asians and newcomers, including precarious employment, exploitative working conditions and housing insecurity.

Shivali Vig

Running for Re-Election; Board Term 2026–2028

Shivali Vig is a litigation lawyer specializing in employment and human rights law. She believes that meaningful social change requires both empathy and advocacy and that greater access to justice is essential to that change. Having witnessed challenges faced by South Asian communities, Shivali values SALCO's role in providing legal assistance, security and guidance to those experiencing barriers. A director since 2022, she seeks to continue contributing her litigation experience, transferable skills and commitment to equity to SALCO's growth and work.

New nominees seeking election

Bhumika Jhamb

Running for Election; Proposed Board Term 2026–2028

Bhumika Jhamb, Ph.D., is a housing, human rights and gender-policy professional with more than 18 years of experience in policy research, advocacy and coalition-building. She is Senior Advocacy and Engagement Specialist at Daily Bread Food Bank and previously worked with ACORN Canada on tenant protections, affordable housing and renters' rights, including education initiatives with community legal clinics. Her international work includes gender-responsive budgeting and women's rights with UN Women across South Asia. She brings significant experience in poverty reduction, policy reform, stakeholder engagement and working alongside low-income communities.

2026 Nominations Slate

New nominees seeking election | Continued

Rupa Murthi

Running for Election; Proposed Board Term 2026–2028

Rupa Murthi is a family lawyer and partner at Dhillon Murthi Law P.C., with more than a decade of private-practice experience, including work with clients from South Asian communities and legal aid matters. She also has experience in estate matters and in practice management, including supervising lawyers and support staff. Her volunteer work includes providing pro bono assistance through Four Villages Community Centre, formerly Four Villages Community Health Centre, and involvement with Laadliyan, which supports South Asian women and girls. Rupa is committed to helping low-income individuals navigate the legal system and hopes to contribute her legal expertise and governance perspective to SALCO.

Akkila Thirukesan

Running for Election; Proposed Board Term 2026–2027 – replacing board member who left mid-term

Akkila Thirukesan is a civil litigation lawyer at Zacks Law, with prior litigation experience at Baker McKenzie and the Department of Justice Canada. Her practice has involved court and tribunal proceedings, including administrative, regulatory and constitutional law matters. She is a Board member of the Tamil Bar Association, where she has organized Tamil Women in Law events and helped foster mentorship and professional representation. Her work with self-represented litigants helped shape her commitment to addressing financial, cultural and systemic barriers to justice. Akkila hopes to bring litigation expertise and community leadership to SALCO's Board.

Non-returning directors

Iniyana Padmaseelan, Sumena Hussain, Jennifer Jobanputra and Priyanka Bahl

SALCO thanks these directors for their contributions and service to the organization and the communities it serves.

Acknowledgements

The People and Partners Behind SALCO

The South Asian Legal Clinic of Ontario (SALCO) extends its sincere gratitude to the dedicated staff, Board members, funders, volunteers, and community partners whose commitment makes our work possible.



SALCO Staff

Shalini Konanur – Executive Director / Lawyer
Atulya Sharman – Senior / Supervising Staff Lawyer
Anchal Bhatia – Staff Lawyer
Khamalene Ganeshathasan – Staff Lawyer
Mazahir Walji – Staff Lawyer
Shreyosi Pal – Staff Lawyer
Prabsimran Sidhu – Staff Lawyer
Shakila Joudaki – Community Legal Worker
Maria Ali – Social Support Worker
Vanathy Wimaleswarans – Office Coordinator
Mathushiga Manoranjitharajah – Articling Student



With Special Thanks to Our Departing Staff

Gurmat Randhawa – Former Staff Lawyer

We extend our sincere appreciation to Gurmat for her dedicated service, legal advocacy, and contributions to SALCO's work, particularly in supporting survivors of gender-based violence and advancing the rights of low-income South Asian communities. We wish her every success in her future endeavours.



Our 2025 Summer Students

- **Iniyana Padmaseelan**
- **Kirti Sahota**

We thank our summer students for their energy, enthusiasm, and contributions to SALCO's legal services and community advocacy. We are grateful to have been part of their learning and professional development.

Our Funders

SALCO gratefully acknowledges the generous financial support of:

Legal Aid Ontario | Government of Canada | United Way Greater Toronto®

Kassam Foundation

Raj Anand and Lesley Valentine-Anand Foundation

Their continued support enables us to provide culturally responsive legal services, public legal education, community development, and systemic advocacy for low-income South Asian communities across Ontario.

Our Board, Volunteers and Community Partners

We thank our volunteer Board of Directors for their leadership, guidance, and commitment to SALCO's mission. We are equally grateful to our volunteers, community organizations, and legal-sector partners whose collaboration strengthens our work and extends our reach.

Above all, thank you.

We thank the individuals and families who place their trust in SALCO. Your experiences, courage, and resilience inspire our work and remind us why access to justice matters.