Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

- **Firm Name:** Please provide the full name of your firm.

Dentons US LLP

Leadership

- **Head(s) of Firm:** Please provide the name and title of the head(s) of the firm (e.g., Chair, CEO, Managing Partner). Enter information for more than one individual, if applicable.

Sonia Martin, Dentons US CEO

- **Inclusion Professional(s):** Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives? If so, please provide the name and title of the inclusion professional. Enter information for more than one individual, if applicable.

Ada Ejikeme, Head of Culture and Engagement

- **Ownership:** Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? If so, please note any related certifications (e.g., NAMWOLF).

No

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Culture and Community

- **Affinity Groups:** Does the firm have internal affinity groups or networks (open to all employees)? What affinity groups or networks does the firm have? What kind of support does the firm provide for these affinity groups or networks?

Dentons supports the following affinity groups: Asian, Black, Disability/Accessibility, Hispanic/Latinx, Jewish, LGBTQ+, Native American, Parents and Carers, and Veterans. The groups are open to all colleagues and all are encouraged to participate. These groups help foster an inclusive culture by promoting education, raising awareness, building community, and providing opportunities for connection and mutual support. The Firm actively supports these groups through resources, programming, and leadership engagement.

- **Culture and Inclusion Events:** Does the firm host culture and inclusion retreats or conferences? If so, please describe these events.

No

- **Cultural Awareness:** How does the firm commemorate important dates honoring different cultures of employees within the firm (e.g., Black History Month, Women's History Month, Pride Month, etc.)?

Dentons recognizes cultural heritage months and other significant observances through firmwide programs, including panel discussions and events featuring thought leaders, authors, and industry experts. These initiatives foster cultural awareness, celebrate the backgrounds and experiences of our people, and provide opportunities to explore topics related to professional development, leadership, inclusion, and workplace culture.

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- **Inclusiveness:** Please describe steps the firm has taken to create an inclusive environment for women, people of color, LGBTQ+ individuals, people with disabilities, and parents/caregivers.

Dentons is committed to fostering a workplace culture that values and respects the contributions of all colleagues. We take an active approach to promoting a collaborative and inclusive workplace by investing in professional development and workplace culture initiatives

Networking, Mentoring, and Professional Development

- **Mentoring & Sponsorship:** Does the firm offer a mentorship or sponsorship program that connects junior attorneys with senior leadership? If so, please describe.

• Emerge Sponsorship Program: This 18-month program pairs high-performing senior managing associates and counsel (proteges) with influential partners (sponsors). Participants are nominated by Practice Group Leaders and firm leadership, reflecting a targeted investment in top talent. The program focuses on advancing leadership and business development capabilities and has demonstrated strong advancement outcomes across prior cohorts.
• Excel Leadership Mentoring Program: This 18-month, 360-degree mentoring program pairs a US Region Board member with a junior or mid-level associate. Its main objectives are to foster long-lasting mentoring relationships, raise awareness of unconscious biases to promote a more inclusive firm culture, and facilitate the sharing of knowledge, experience, and opportunities between the US Region Board and associates.

- **Reverse Mentoring:** Does the firm pair senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

The Excel Leadership Mentoring program provides 360 mentoring to share knowledge, experience and opportunities between the US Region Board and associates. Mentees have direct access to our Firm's top leaders for mentoring and career development, while US Region Board members have the opportunity to better understand what it is like being an associate at Dentons, and how to effectively support future generations of Dentons leaders and help them thrive.

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- **Associate Committee:** Does the firm have an associate committee that consults with the partnership? If so, please describe how that committee engages with the partnership.

The Dentons Associate Committee regularly engages with firm leadership and partners to discuss matters impacting associates. The Committee raises associate questions, concerns, and areas of interest; collaborates on potential solutions that support both associates and the Firm; champions Firm initiatives among associates; and provides leadership with feedback on programs and decisions affecting the associate experience.

- **Professional Development:** Does the firm offer professional development programs specifically for junior attorneys? Please elaborate on the professional development programs available to junior attorneys.

• Dentons Roadmap: Designed to help summer associates learn more about Dentons and their new role.
• Catalyst: Designed to help new associates integrate into the Firm, develop foundational skills and expand their professional network as they launch their careers.
• Accelerate: Designed to bring clarity around the expectations of newly elevated and lateral mid-level associates and their expanding role.
• Excel Leadership Mentoring Program: This program fosters dialogue between firm leadership and associates with less than six years of practice. Participants, selected through an application process, are mentored by members of the Dentons US Region Board.

Recruitment, Promotion, and Advancement

- **Recruitment Process:** What steps has the firm taken to build a more inclusive recruitment process (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

Dentons is committed to an inclusive recruitment process that attracts highly qualified candidates for every role. We strive to deliver a positive candidate experience while evaluating applicants based on job-related qualifications.

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- **Fellowship/Scholarship:** Does the firm offer any scholarships, fellowships, or internships? If so, describe those programs. How many of the law students who participated in the firm's most recent 2L summer associate program were hired through such a program?

No

- **Advancement:** Describe any firm initiatives to create equal opportunities for all attorneys with respect to work allocation, performance reviews and upward reviews, and/or promotions.

Practice Group Engagement Partner (PGEP) Program: This program embeds the Firm's commitment to fostering a positive and inclusive work environment within each Practice Group. PGEPs serve as points of contact for associates, hosting regular meetings open to all associates. PGEPs work closely with Firm leadership and practice group leaders to promote an equitable work allocation process and provide associates with equitable access to meaningful work and client-facing opportunities. PGEPs and the Head of Culture & Engagement participate in the associate review process to help promote consistency, fairness, and equal opportunities for all associates.

- **Multitiered Partnership:** Does the firm offer a multitiered partnership? If so, please describe.

Yes. We have full and partial equity partners, as well as a small number of former equity partners who we classify as special contract partners, usually as part of their transition to retirement.

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- **Alternatives to Partnership:** Does the firm offer a non-partner track alternative for attorneys? If so, please describe.

Attorneys not slated for partnership due to the nature and scope of their practice can explore staff associate or counsel roles within the Firm.

- **Reduced Hours and Flex-Time Options:** Does the firm offer reduced hours and/or flex-time options? If so, please describe and explain how working an alternative schedule might affect an associate's path to partnership.

Dentons offers reduced and flex-time options. Working an alternative schedule does not impact an associate's path to partnership.

- **Credit for Work Other Than Client Billable:** Does the firm provide hours credit for work not pertaining to clients, such as recruiting, business development, knowledge management, or inclusion efforts? Note that this does not include pro bono projects. If so, describe the policy for such work.

Dentons provides credit for Firm representation; culture and engagement activities; observation; targeted business development; and innovation.

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Successes and Priorities

- What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering inclusion within the firm?

• Office Engagement Ambassadors: The Bridges to Belonging Office Engagement Ambassador Program has established a network of culture champions who foster connection, inclusion, and positivity within their offices. Office Engagement Ambassadors support Dentons' commitment to ensuring every team member feels seen, valued, and part of something meaningful by serving as a:
o Point-of-contact on culture and engagement matters for the office
o Champion of culture and engagement programs and initiatives
o Leader in fostering collaboration, engagement, and connection within the office
o Host of office Bridges to Belonging events and gatherings
Through this network, offices are empowered to create meaningful opportunities for connection, strengthen local culture, and foster a greater sense of belonging across the firm.

• Storytelling Series: The Bridges to Belonging Storytelling Series brings colleagues together through the power of storytelling. In an intimate, small group setting, participants share personal and professional experiences that have shaped their perspectives and journeys. By listening, learning, and connecting through one another's stories, participants deepen understanding, build meaningful relationships, and foster a culture where everyone feels valued, included, and empowered to thrive.

The series has featured colleagues from a wide range of backgrounds, roles, and experiences, creating opportunities to build empathy, strengthen connections, and celebrate the perspectives that contribute to Dentons' success.

• Belonging Edge: The Belonging Edge program is dedicated to strengthening a culture where everyone feels seen, supported, and empowered to grow. It provides opportunities for colleagues across all offices and job functions to build meaningful connections, reach their full potential, and excel at Dentons. The Belonging Edge program has included sessions on belonging and thriving, wellbeing and resilience, energy management, and the power of mattering.
By focusing on personal growth, wellbeing, and connection, Belonging Edge equips colleagues with practical tools and insights to foster engagement, resilience, and a stronger sense of belonging across the firm.

- What are the firm's top three priorities for advancing inclusion within the firm?

• Strengthening Connection and Belonging: Dentons is focused on creating consistent opportunities for colleagues to build relationships, collaborate, and feel connected regardless of office location, practice group, department, or role. Programs such as the Office Engagement Ambassador Program and Practice Group Engagement Partner Program demonstrate a commitment to embedding inclusion and belonging into the day-to-day employee experience through local champions who foster engagement and community.

• Supporting Personal Growth, Wellbeing, and Thriving: The Belonging Edge program reflects a priority to equip colleagues with the tools, resources, and support needed to succeed personally and professionally. By focusing on wellbeing, resilience, energy management, and the power of mattering, the Firm is advancing an inclusive culture where all colleagues can reach their full potential and thrive.

• Amplifying Voices and Perspectives: Through initiatives like the Storytelling Series, Dentons prioritizes creating spaces where colleagues can share their unique experiences and perspectives. By encouraging listening, learning, and dialogue, Dentons seeks to build empathy, deepen understanding, and ensure colleagues feel seen, heard, and valued.

Advice to Candidates

- What advice do you have for candidates who are looking for an inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to inclusion?

Candidates should look for environments that value a broad range of perspectives and experiences and treat inclusion as a shared responsibility. They should look for a workplace where they do not have to choose between a great career and an inclusive culture.

During interviews, candidates should ask about the specific actions the firm takes to foster an inclusive environment where everyone can bring their authentic selves to work and thrive. They should also ask how the firm supports talent development, advancement, and retention, and how leaders help to create an inclusive culture.

At Dentons, we are committed to fostering a workplace culture that values and respects the contributions of all colleagues. By attracting, supporting, promoting and retaining highly qualified individuals of various backgrounds and experiences, we strengthen our ability to deliver exceptional client service and advance the success of our Firm.

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Additional Response Space

Please use this page for information that did not fit in the spaces provided. If this is a continuation of a prior answer, please indicate which question(s) are being addressed.

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