Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Dorsey & Whitney 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.

Peter Nelson - Managing Partner

- **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.

Raegan Henderson - Director of Culture, Engagement and Wellness

- **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?

Dorsey has several Resource Groups open to all members of the Firm. These groups meet regularly to provide internal support, build community, and foster a culture of inclusion and belonging.

Each Resource Group receives administrative support from Dorsey's Culture & Engagement team and is led by a partner-level chair. Each group also has an executive sponsor from the Firm's Policy Committee who serves as a liaison to Firm leadership and helps communicate the group's efforts, priorities, and needs.

Dorsey's Resource Groups include:

Allyship Resource Group
Attorneys of Color Resource Group
Disability Resource Group
Lateral Non-Partners Resource Group
LGBTQ+ Resource Group
Veterans Resource Group
Women Attorneys Resource Group

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

Dorsey does not currently host dedicated culture and inclusion retreats or conferences. However, Dorsey's Culture & Engagement team offers regular classes, programs, and events. These offerings provide opportunities for attorneys and business professionals to engage in meaningful conversations, learn from one another, and build greater awareness and appreciation for the diversity of our workforce. Programming is designed to support an inclusive workplace culture, strengthen connections across the firm, and foster a sense of belonging among our people. Events and educational sessions may address a range of topics related to inclusion, culture, and community-building.

- **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.)?

Dorsey recognizes and commemorates important dates and heritage months that celebrate the diverse cultures, identities, and experiences represented across the Firm. Heritage months and cultural and religious observances, including are recognized through communications from the Firm's Diversity Partners that provide context and encourage engagement and learning.

Dorsey also maintains a calendar of holidays, religious observances, and cultural celebrations that is incorporated into Outlook calendars to promote awareness and encourage mindful scheduling around important dates and observances.

In addition, several Dorsey offices host in-office events, educational programs, and other activities connected to cultural celebrations throughout the year. The Culture & Engagement team also coordinates and aligns educational programming with relevant heritage months and cultural observances, providing opportunities for firm members to learn, engage, and celebrate all communities within the Firm.

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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.

Dorsey is committed to creating an inclusive workplace where everyone has an equal opportunity to contribute, develop, and succeed. We recognize that the Firm is strengthened by the diverse experiences, perspectives, and backgrounds of our people and strive to foster a culture where everyone feels respected, valued, and connected.

Dorsey supports this commitment through a range of programs, resources, and opportunities designed to foster community and inclusion. These include Resource Groups open to all members of the Firm, regular educational and cultural programming, and mentoring and professional development opportunities. The Firm also offers benefits and flexible work arrangements designed to support attorneys throughout different stages of their personal and professional lives.

Dorsey also supports inclusion beyond the Firm through participation in and sponsorship of external organizations, bar associations, and other groups that promote inclusion and broaden opportunities within the legal profession. Together, these efforts reflect Dorsey's commitment to building a collaborative culture where individuals from different backgrounds and with different experiences can build community, contribute meaningfully, and thrive.

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.

Dorsey offers the Dorsey Advisor Program (DAP), a formal mentorship and professional development program designed to support Associates and junior Income Partners. Participants are paired with Partners and Senior Associates who serve as trusted advisors, offering career guidance, sharing professional and institutional insights, and supporting participants as they navigate their growth and development at the Firm. Advisor pairings rotate annually, providing participants with opportunities to build relationships with a variety of senior level attorneys and gain exposure to different perspectives and experiences across the Firm.

- **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?

Dorsey does not have a formal "reverse mentoring" program; however, Dorsey encourages mentoring pairs through the Firm's mentoring program to share perspectives and learn from one another across levels of experience. Mentors are encouraged to be open to learning from their mentees and to recognize the value that different experiences, perspectives, and backgrounds can bring to the mentoring relationship. In addition, Dorsey conducts upward evaluations of Partners, providing opportunities for junior attorneys and business professionals to share anonymous feedback and perspectives on their leadership and performance.

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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.

Dorsey's Associate Council provides a formal avenue for associates to share feedback, perspectives, and priorities with Firm leadership. The Associate Council Chair and Vice Chair meet regularly with the Managing Partner to discuss matters relevant to associates, and the Managing Partner also participates in two full Associate Council meetings throughout the year. This ongoing engagement helps ensure that associate perspectives are considered in Firm leadership and decision-making.

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

Dorsey provides extensive professional development opportunities for attorneys at all levels, offering hundreds of internal training programs each year. Early career attorneys participate in Dorsey's firm-wide New Lawyer Training program, which assists associates in making a smooth transition to practice over the course of their first year at the Firm. Through New Lawyer Training, associates receive training on technical skills, work habits, communication, law firm operations, marketing and business development, and more. New Lawyer Training also provides an opportunity to build lasting, supportive professional relationships with peers. Additionally, Dorsey's Practice Groups provide area-specific training to junior associates, ensuring they have a strong foundation for continual growth and development.

In addition to internal programs, Dorsey lawyers have access to a wide variety of on-demand and live external CLE and developmental programs, including those offered by local and national bar associations. Dorsey attorneys also have access to individualized career advising support, helping them create an intentional and rewarding professional life at the Firm.

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.)?

Dorsey has implemented several practices to promote a fair, consistent, and thoughtful recruiting process focused on identifying the strongest candidates based on their skills, experience, and demonstrated competencies.

For Dorsey's Summer Associate program interviewers use structured behavioral questions so that each candidate has a consistent opportunity to discuss their qualifications and experiences.

The Recruiting Committee and Lawyer Recruiting staff have participated in training on creating a fair and inclusive recruiting process. Lawyer Recruiting also provides interviewers with resume-scoring guidelines and defined core competencies to support consistent evaluation of candidates and ensure that selection decisions are grounded in relevant qualifications and skills.

Dorsey further supports a consistent evaluation process through a blind review of Summer Associate writing samples at the end of the summer program. This allows the Recruiting Committee to focus on the quality of each candidate's work when considering return offers. Together, these practices help ensure that Dorsey's recruiting decisions are thoughtful, consistent, and focused on selecting attorneys who are well-positioned to succeed at the Firm.

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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?

Dorsey does not currently offer scholarships, fellowships, or internship programs through which students are hired into the 2L summer associate program. All participants in the firm's most recent 2L summer associate program were hired through the firm's standard law student recruiting process. Accordingly, 0 law students in the most recent 2L summer associate class were hired through a scholarship, fellowship, or internship program.

- **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.

Dorsey has a number of initiatives and programs in place to create equal opportunities for attorneys with respect to work allocation, evaluations, and promotions. With respect to work allocation, a team monitors associate work allocation data and partners with practice group leaders to address patterns of underutilization and overutilization. Dorsey has established standardized evaluation processes, whereby a consistent rating scale is used for all associates and performance is measured against the Dorsey Associate Competencies, which describes the skills, abilities, and behaviors expected at different levels of experience. In the partnership consideration process, associates are evaluated against both the Dorsey Associate Competencies and the firm's Partnership Admission Criteria. The firm has an annual upward evaluation process, whereby more junior attorneys and key business professionals have the opportunity to provide feedback confidentially regard the partner, of counsel, and senior associate attorneys regarding their interpersonal and overall management skills. Additionally, Dorsey is actively promoting a culture of feedback and mentoring through educational and training programs for partners and associates regarding feedback best practices, instituting the Dorsey Advisor Program in 2026 to allow associates and partners in their first three years of partnership to be matched with an advisor that will help them to work towards their goals over the course of the year, and reinvigorated the practice group mentoring programs through which associates receive mentoring specific to their area of practice.

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

Dorsey utilizes a traditional two-tiered partnership structure split into equity and non-equity partner levels.

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

Dorsey offers off-track positions in response to business needs in practice areas.

- **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.

Dorsey's flexible work arrangement policy allows our lawyers to opt for a reduced hours' expectation, a flexible full-time schedule, or telecommuting. Working part-time does not impact an attorney's ability to make partner or remain a partner. The Firm's partnership criteria will be applied to all associates uniformly regardless of any flexible work arrangements.

- **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.

Dorsey will count up to 50 hours of qualifying culture, inclusion, and community engagement activities toward an Associate's annual billable hours requirement. This policy recognizes and encourages Associate attorneys who actively contribute to strengthening Dorsey's culture, fostering inclusion, building community, and enhancing the Firm's connection to the broader legal and civic community. It supports meaningful engagement in activities that bring colleagues together, promote a sense of belonging, advance an inclusive workplace, and strengthen Dorsey's presence and relationships within the communities Dorsey operates in.

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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?

1. Building a Firmwide Culture of Mentorship and connection
Dorsey has strengthened its firmwide approach to mentorship and onboarding to help attorneys build relationships, navigate their careers, and feel connected from the outset of their time at the Firm. These programs provide opportunities for attorneys at different levels to develop meaningful relationships, access guidance and institutional knowledge, and build a stronger sense of community across offices, practices, and levels of seniority.

2. Expanding and Strengthening Employee Resource Groups
Dorsey continues to invest in its Resource Groups as an important part of fostering inclusion, community, and connection across the Firm.Dorsey has continued to expand and enhance the support available to these groups, including the establishment of a Veterans Resource Group, while providing administrative and leadership support to help groups develop meaningful programming and engagement opportunities.

3. Using Data and Proactive Talent Management to Support Inclusion and Retention
Dorsey has incorporated associate retention and utilization data into its proactive talent management strategy. The Legal Talent Management (LTM) team develops Associate Retention & Utilization Reports for each Practice Group twice annually, providing Practice Group Leaders with insight into associate utilization, workload allocation, retention trends, engagement, exit interview themes, and other talent management indicators. Each summer, the LTM and Culture Engagement professionals meet individually with every Practice Group Leader and Practice Group Director to review the data, identify potential opportunities or concerns, and develop strategies to support associate development, engagement, workload allocation, and retention. This approach allows Dorsey to move beyond simply identifying trends and instead partner directly with Firm leaders to address potential barriers to inclusion and ensure associates have meaningful opportunities to develop and succeed.

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

1. Strengthening Engagement and Connection Across the Firm
Dorsey's priority is to continue fostering a culture in which attorneys and business professionals feel connected, valued, and able to actively participate in the life of the Firm. We will continue creating opportunities for firm members across offices, practices, and levels of seniority to build relationships, engage with one another, and contribute to the Firm's culture. This includes expanding opportunities for connection, community-building, mentorship, collaboration and meaningful engagement with Firmwide initiatives.

2. Continuing to Provide High-Quality, Relevant Programming and Education
Dorsey will continue to offer thoughtful programming that supports cultural awareness, inclusion, professional development, and a strong sense of community. Our goal is to provide programming that is relevant to the experiences of our people, encourages meaningful dialogue and learning, and helps employees better understand and appreciate the diverse perspectives and backgrounds represented across the Firm. We will continue to evolve our programming to respond to the needs of our workforce and the broader legal and professional environment.

3.. Expanding and Strengthening Resource Groups and Communities
Dorsey will continue to invest in and expand its Resource Groups as an important avenue for building community, fostering belonging, and supporting professional development. In addition to continuing to strengthen our existing groups, we are exploring opportunities to create a new Parents and Caregiver Resource Group and a Wellness Resource Group continuing to provide additional opportunities for members of the Firm to connect with colleagues, share experiences and perspectives, develop professionally, and contribute to a more inclusive Firm culture.

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?

When evaluating a firm's commitment to inclusion, candidates should ask how inclusion and culture are incorporated into the firm's strategic priorities and what resources are dedicated to supporting those efforts. They should also ask about the role of firm leadership and partners in shaping the firm's culture and how attorneys at all levels are encouraged to participate.

Candidates may also want to ask about opportunities for mentoring, Resource Groups, professional development, and community-building, as well as how the firm gathers and respond to organizational feedback.

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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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