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LOCATIONS

Our US offices are in Albany, Atlanta, Boston, Chicago, Dallas, Denver, Honolulu, Houston, Kansas City, Los Angeles, Miami, New Orleans, New York, Oakland, Orange County, Phoenix, Sacramento, San Diego, San Francisco, Short Hills, NJ, Silicon Valley, St. Louis and Washington, DC. Dentons has 141 office locations worldwide. Locations include, Antigua and Barbuda, Argentina, Australia, Azerbaijan, Barbados, Belgium, Brazil, Canada, Cayman Islands, Chile, China, Columbia, Costa Rica, Czech Republic, Dominica, Egypt, El Salvador, England, France, Georgia, Germany, Guatemala, Guyana, Honduras, Hungary, Indonesia, Ireland, Italy, Jamaica, Jordan, Kazakhstan, Kenya, Lebanon, Luxembourg, Malaysia, Mauritius, Mexico, Mongolia, Morocco, Myanmar, Netherlands, New Zealand, Nicaragua, Oman, Panama, Papua New Guinea, Peru, Poland, Qatar, Romania, Russia, Saudi Arabia, Scotland, Singapore, Slovak Republic, South Africa, South Korea, Spain, St. Lucia, St. Kitts & Nevis, St. Vincent and The Grenadines, Taiwan, Trinidad and Tobago, Turkey, Uganda, Ukraine, United Arab Emirates, United States, Uruguay, Uzbekistan and Venezuela.

DIVERSITY LEADERSHIP

Head(s) of Firm: Mike McNamara, Chief Executive Officer; Mary Wilson, Managing Partner

Diversity team leader(s): Thurbert Baker, Partner, Diversity and Inclusion Co-Chair; Gail Lione, Senior Counsel, Diversity and Inclusion Co-Chair; Lia Dorsey, Director of Diversity and Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	10067	10087
U.S. offices only	806	816

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	127	100
African-American/Black	5	7
Hispanic/Latinx	9	12
Alaska Native/American Indian	0	5
Asian	19	26
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	7
Openly LGBTQ	9	5
Individuals with Disabilities	8	4
Total	163	157

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	8	6
African-American/Black	0	3
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	9	14

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	252	81
African-American/Black	6	1
Hispanic/Latinx	7	4
Alaska Native/American Indian	0	0
Asian	15	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	0
Openly LGBTQ	2	2
Individuals with Disabilities	6	2
Total	285	93

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

OF COUNSEL (2019)

	Men	Women
White/Caucasian	65	35
African-American/Black	1	2
Hispanic/Latinx	1	2
Alaska Native/American Indian	1	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	2	0
Individuals with Disabilities	5	3
Total	74	44

NEW HIRES (2019)

	Men	Women
White/Caucasian	43	31
African-American/Black	4	3
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	2
Asian	4	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	1	5
Individuals with Disabilities	0	2
Total	55	47

Strategic Plan and Diversity Leadership

How does the firm's leadership communicate the importance of diversity to everyone at the firm?

Diversity and inclusion is a key element of Dentons' strategic plan and is central to who we are and what we do. We utilize a variety of methods to communicate the importance of diversity and inclusion across the Firm, including our public website, internal portal, weekly newsletters, educational programs, annual reports, brochures and social media.

Diversity and inclusion is a central topic at the global partner meeting, at practice and department retreats and at monthly meetings of our lawyers and professionals. It is also a key component of our new-lawyer orientation. Our Diversity and Inclusion Committee and WomenLEAD Committee meet on a monthly basis. Our CEO and our Managing Partner are active participants on both committees. Our various affinity groups, local office diversity and inclusion teams and local WomenLEAD chairs meet regularly, and develop programs and events both local and US Region-wide. We also celebrate cultural heritage months with firmwide events and communications.

Who has primary responsibility for leading diversity initiatives at your firm?

Thurbert Baker, Partner, Diversity and Inclusion Co-Chair; Gail Lione, Senior Counsel, Diversity and Inclusion Co-Chair; and Lia Dorsey, Director of Diversity and Inclusion.

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 12

Total hours spent on diversity: 1310

Comments: The members of the Diversity and Inclusion Committee and WomenLEAD Committee spend significant time advancing the Firm's diversity and inclusion initiatives by attending meetings, events and trainings; mentoring and sponsoring women and diverse associates; and implementing various initiatives outlined in the diversity and inclusion strategic plan. Not all hours spent on these activities are reflected in the total hours stated above.

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

If yes or partially, please explain.

Our efforts are guided by our diversity and inclusion strategic plan, which contains measurable goals and metrics to enhance our profile and performance. The Diversity and Inclusion Committee works with Firm leadership to establish objectives to ensure alignment with the Firm's overall goals.

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

How often does the firm's management review the firm's diversity progress/results?

Monthly

How is the firm's diversity committee and/or firm management held accountable for achieving results?

Firm leadership, the Diversity and Inclusion Committee, the WomenLEAD Committee and practice leaders are collectively responsible for meeting the Firm's diversity and inclusion goals. We measure the success of our initiatives by reviewing key metrics including hires, promotions, work allocation and access to client opportunities. Leadership reviews these metrics on a monthly basis. Additionally, every partner is asked to detail how they have personally supported or advanced diversity and inclusion within their respective practice and throughout the Firm. Our clients also hold us accountable through diversity benchmarking surveys.

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X			Focus on strengthening firm's mentoring program
	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
	X		Coordinate or work with clients on diversity issues
	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
X			Focus on strengthening firm's mentoring program for women
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for LGBTQ attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X			Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor minority high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

Dentons participates in the Street Law Program, and has several volunteers across our US offices to help teach diverse students about the law and to offer advice and support in their pursuit of legal careers.



Recruitment - New Associates

Does your firm annually recruit at any of the following types of institutions?

Ivy League law schools: Columbia University, University of Pennsylvania

Other private law schools: Emory University, George Washington University, Georgetown University, New York University, Northwestern University, St. Louis University, University of Chicago, Washington University.

Public state law schools: University of Michigan, University of Colorado, University of Georgia, University of Denver, University of Kansas, other schools through resume collection.

Law schools of Historically Black Colleges and Universities (HBCUs): None

Diversity job fairs: Heartland Diversity Job Fair, Southeastern Minority Job Fair, Northeast Black Law Students Job Fair, Lavender Law Career Fair.

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

Do you have any programs specifically targeted at first-year students?

Dentons participates in the 1L Scholars Program through the Leadership Council on Legal Diversity (LCLD) and our scholars also attend the annual 1L LCLD Scholars Summit. We also participate in the Colorado Pledge to Diversity program. Each year, the Firm annually selects a first-year law student to join our summer program and invites them to return as a 2L the following year. Additionally, we provide five scholarships annually to diverse 1L students at Washington University through the Law Preview Program.

Dentons hosts an annual event, Navigating to Big Law, for the Mid-Atlantic Black Law Student Association. The event is designed to introduce students to a large law firm environment, and to advise them on the skills, tools and resources needed to obtain a job in Big Law after graduation.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	7
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	8	12

OFFERS MADE* (2019)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	6	7
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	8	12

OFFERS ACCEPTED* (2019)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	5	6
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	7	10

NEITHER ACCEPTED NOR DECLINED (2019)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	0	1

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	25	27
African-American/Black	2	3
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	2
Asian	4	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	1	5
Individuals with Disabilities	0	1
Total	35	42

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	9	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	9	3

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	9	2
African-American/Black	2	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	1
Total	11	2

NEW PARTNERS PROMOTED* (2019)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	7	4
African-American/Black	0	0
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	1
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	1	0
Total	8	8

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	3	1
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	5	1

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Allen & Rosen, Eilene Bloom Group LLC, Foster Group, Pacific Legal Search, Reed Recruiting, Ryder Smith, Sage Legal Search, SJL Attorney Search and the SLH Group.



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

OF COUNSEL

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

Comments:

Dentons recognizes that the needs of our lawyers and professionals vary, and they may need or desire to work a reduced schedule to better integrate life and work. To help meet these needs, we provide flexible work arrangements through our Alternative Work Arrangement program. Lawyers on flexible work arrangements have the same opportunities for career success and advancement as those on standard schedules. Each arrangement is tailored to accommodate the interests of the lawyer or professional by taking into consideration the needs of the Firm, the colleague's practice group and the clients.

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

There is no impact.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

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Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	20	22	320
Of counsel	15	17	32	118
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	4	5	9	378



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	10	4
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	2
Individuals with Disabilities	0	0
Total	11	6

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	1	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
Total	1	4

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	1	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	1	2

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	13	7
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	1
Total	13	9

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	3	3
African-American/Black	2	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
Total	5	7

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	18	20	14
Number of such positions held by:			
Minorities	1	1	3
Women	4	2	7
LGBTQ attorneys	1	0	1
Individuals with Disabilities	1	1	0

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 22

Minorities heading offices: 1: Joseph G Martinez III, Denver (24)

Women heading offices: 4: Sonia R Martin, San Francisco/Oakland (69); Sharon A Gay, Atlanta (59); Lisa M Krigsten, Kansas City (50); Leah R Bruno, Chicago (92)

LGBTQ attorneys heading offices: 1: Sonia R Martin, San Francisco/Oakland (69)

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 1: Brian B Ho, Intellectual Property and Technology (95)

Women heading practices: 2: Sandra D Hauser, Commercial Litigation (198); Kimberly A Kerry, Health Care (40)

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: 3: Aimee E Graham, Dentons US Associates Committee (22); Erika M Lopes-McLeman, Dentons US Associates Committee (22); Thurbert E Baker, Diversity and Inclusion(12)

Women heading committees: 7: Leah R Bruno, Associate Development (22); Aimee E Graham, Dentons US Associates Committee (22); Erika M Lopes-McLeman, Dentons US Associates Committee (22); Linda D White, Finance (4); Sonia R Martin, Firmwide Associate Hiring Committee (5); Christina Carroll, WomenLEAD (18); Maria M Livanos, WomenLEAD (18)

LGBTQ attorneys heading committees: 1: Sonia R Martin, Firmwide Associate Hiring Committee (5)

Individuals with Disabilities heading committees: 0



The Firm Says

Commitment to diversity and inclusion is a key element of Dentons' strategic plan, and central to who we are and what we do. We believe that diversity and inclusion are essential to the success and strength of our Firm and the quality of our advice to, and representation of, our clients. We are committed to being the leader in diversity and inclusion within our Firm, the legal profession and the communities we serve.

We have established a cross-office, cross-disciplinary Diversity and Inclusion Committee whose primary focus is to ensure that best practices are implemented in the hiring, development and advancement of our women and diverse lawyers. Our efforts are guided by our diversity and inclusion strategic plan, which contains measurable goals and metrics to enhance our profile and performance.

Leadership

Dentons is particularly focused on elevating more women and diverse lawyers to leadership positions. In 2019, Mary Wilson was appointed as the first woman Managing Partner. Our 2019 newly elected partner class was 54 percent diverse. Our US Board is 41 percent diverse.

Retention and Development

Our Emerge Sponsorship Program is designed to cultivate and advance high-potential women and diverse senior managing associates and counsel into partnership and leadership positions. In doing so, the program works to overcome unconscious biases that may present barriers to the spontaneous development of sponsorship relationships between individuals of different backgrounds. Sixty-six percent of the 2018—2020 Emerge Sponsorship Program protégés have been promoted to partner.

One of our key business drivers is the strategic integration of diversity and inclusion within our practice management practices. Our Practice Group Diversity Partners monitor metrics to inform and enhance the work allocation process, the distribution of client opportunities and the talent pipeline.

Our affinity groups augment Dentons' diversity and inclusion efforts by providing resources for professional advancement, training, networking and business development opportunities for our diverse lawyers. Our affinity groups include the Asian, South Asian, Pacific-American Professionals (ASAPP), Black Professional Alliance, Hispanic/Latinx Organization for Leadership and Advancement (HOLA), Purple Pride+ and the Native American Affinity Group. One co-chair from each affinity group also serves on the Diversity and Inclusion Committee. Our Parents and Carers affinity group is open to all lawyers, professionals and business services staff.

Our Global CEO, Elliott Portnoy, founded Kids Enjoy Exercise Now (KEEN), a nonprofit that provides free recreation opportunities to young people with disabilities. Many Dentons colleagues have worked closely with KEEN and have been a critical component of KEEN's success.

Women's Initiatives

Our WomenLEAD (Leadership, Entrepreneurship, Advancement and Development) initiative empowers and supports women through networking opportunities, training initiatives and business and client development events. Our WomenLEAD Committee, as well as local committees in each office around the country, organize a variety of programs every year. Our annual WomenLEAD Excellence Awards recognize lawyers and professionals who go the extra mile to aid and advance women in the workplace.

Our Preparing for Rain program is dedicated to helping women lawyers hone their rainmaking skills. Monthly events guide women lawyers through their "five year moment"—the years immediately preceding and following promotion to partner—by addressing systemic and individual barriers to business development success often faced during this time. More than 60 women have participated in the program since its inception in 2017.

Talent Acquisition

Dentons engages in several recruiting outreach efforts such as attending minority career fairs; partnering with law student diversity groups; and participating in the LCLD 1L Scholars Program, the Colorado Pledge to Diversity Program and the Law Preview Program. As a result of these efforts, our 2019 summer associate class was 64 percent women and 48 percent diverse.

Inclusion and Engagement

In 2019, Dentons launched the Big Inclusion Project, an internal initiative that brought together participants from across the global Firm, including lawyers, professionals and business services staff, representing 68 offices and comprising 22 virtual teams. The teams worked to tackle difficult conversations around diversity and inclusivity, and to develop innovative plans for building inclusion across the Firm.

Flexibility and Balance

Dentons provides flexible work arrangements for lawyers and professionals through our Alternative Work Arrangement program.

Our New Parent Outreach Program for lawyers and professionals combines outreach, mentoring and other resources for new parents before, during and after parental leave. Our Mindful Return program guides mothers and fathers through leave and the return-to-work journey through online group support. To help with the transition to parental leave, the Firm also offers off- and on-ramping schedules.

Our Wellness for Life program provides tools and resources to help employees live a full and balanced life. Monthly webinars are presented on wellness topics such as balancing work/life/family, mindfulness, stress, nutrition, financial health and more.

Awards and Achievements

Dentons was an original signatory to the Mansfield Rule and has achieved Mansfield Certification for two consecutive years. We achieved Mansfield Certification Plus in 2019.

We have also been named one of the Best Places to Work in the Human Rights Campaign Foundation's Corporate Equality Index for eight consecutive years; one of Working Mother magazine's Best Law Firms for Women for three consecutive years; a Top Performer by the Leadership Council on Legal Diversity for three consecutive years; most Innovative International Firm at Euromoney's Americas Women in Business Law Awards for two consecutive years; Best Law Firm for Minority Attorneys by Law360 in 2019; a Top 100 Law Firm for Women by WomenInc. magazine in 2019; and a recipient of the Tipping the Scales award from the Diversity & Flexibility Alliance in 2019.

To learn more about our diversity and inclusion efforts, visit our Diversity and Inclusion webpage at <https://www.dentons.com/en/whats-different-about-dentons/as-diverse-as-you-are/spotlight-on-regional-diversity/diversity-in-the-united-states>.

