

大成 DENTONS

Inclusion & Diversity at Dentons



**Inclusion
& Diversity**

Today's
problems are far too
complex to leave all the
thinking to people with the same
backgrounds and experiences.
Building a more inclusive and diverse
law firm is core to our strategy because
it leads to better business outcomes
for our clients and for Dentons.

**– Elliott Portnoy,
Dentons Global CEO**

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At Dentons, inclusion and diversity is not just a core value – it is an integral part of our strategy.

In today's globalized world which is changing faster than ever before, we understand the critical role inclusive and diverse teams play in helping us make better decisions, innovate faster and deliver relevant and more sophisticated solutions to you.

We are delighted to share with you:

1. Performance by the numbers
2. Our inclusion and diversity strategy
3. Driving inclusion – The Big Inclusion Project – a case study
4. Allyship – 2020 Year of the Ally – a case study
5. Working together on the inclusion agenda

“ We are committed to ensuring our teams are inclusive and diverse because we know that more inclusive and diverse teams enhance our service to clients and the value we bring.

– Kate Broer, Partner, Dentons Global Client Development and Women's Clients & Markets

Performance by the numbers



77
countries



189
locations



19,000+
people

INCLUSION



**The Big
Inclusion
Project**

Building on the The Big Inclusion Conversation, in May 2019, we launched The Big Inclusion Project, designed to accelerate the inclusion agenda at Dentons and leverage the power of our people to build ready-to-implement, relevant inclusion and diversity solutions aligned with our business objectives. People from across Dentons working in all functions, at all levels and across our entire global platform were invited to register to join teams and participate in a 10-week acceleration program to work on an inclusion and diversity proposal and implementation plan for their proposed solution. All Teams produced a short video outlining their solution which was shared with the entire Firm.

Key facts

225

Participants

12

Global Board Members

22

Implementation plans

68

Offices involved

15 000+

Summary video page views

2 000+

Video likes

*Source: Global Headcount Report (data as of 21 October 2020)

DIVERSITY

43%

of lawyers
in 2019 are women

51%

of lawyer hires
globally in last 12
months were women

48%

of the firm's newly
elected partners in
2019 were women

89

The number of women
Global Practice and Sector
Leaders increased from
74 in 2018 to 89 in 2019

57%

of director and manager
hires globally in last 12 months
were women

100%

of regions have
women on their
leadership teams

45%

of our 2019 Senior
Development Program
participants are women

55%

of trainee and student
hires globally in 2019
YTD were women

21%

of Regional Board members
are women

25%

of Global Board members
are women

700+

members (including allies).
Dentons' Global LGBT+
Network is a firmwide group
for lesbian, gay, bisexual,
trans, nonbinary, queer and
questioning colleagues, as
well as their allies

26

Mental Health
First Aiders
(16 in the UK and
10 in Australia)

80+

languages spoken



Our inclusion and diversity strategy

As a polycentric law firm with no single headquarters or dominant culture, inclusion and diversity are fundamental to who we are at Dentons and integral to our vision and strategy. We know that greater inclusion and diversity promote innovative and sophisticated solutions and service excellence, foster a rich and vibrant workplace, and support positive social change.

However the inclusion and diversity conversation is complex, and we know that diversity alone is not enough. If we are truly going to realize the benefits that diversity brings both to Dentons and to our clients, we understand that inclusion is critically important. We take to heart the saying:

“Diversity is about counting people, but inclusion is about making people count”.


Our commitment

To ensure that we make our diversity count, our overall inclusion and diversity strategy and ownership of its success sits with every Dentons leader starting with our Global CEO, Elliott Portnoy. Elliott leads the Firm's Global Inclusion & Diversity Leadership

With
over 180 offices
in more than 70 countries
we are naturally diverse.

This global reach combined with our polycentric model gives us, by design, the opportunity to learn about, understand, adopt and adapt best practices from our people and clients around the world and an unparalleled ability to integrate different perspectives into everything we do.

Council, which is made up of senior leaders and representatives of our broader Dentons team. Leadership Council members come from all our regions around the globe and are accountable to the Dentons Global Board. The Leadership Council sets the tone for how the inclusion and diversity conversation is conducted and acted on at every level of Dentons, driving our strategy as it continues to evolve. In recognition of the importance, value,



“ At Dentons, we know that being valued, welcomed, encouraged and who you choose to be in the workplace is important. We prioritize inclusion of all our people, and work hard to cultivate a sense of belonging that enhances everyone's experience at the Firm.

– Jay Connolly, Global Chief Talent Officer

positive impact and learning that comes from listening to our people, our Global Inclusion Advisory Council, also led by our Global CEO, brings together a group of our people across the globe and across many job functions multiple times each year to hear their thoughts and learn about their experiences directly from them.

To enable our colleagues to take ownership of the inclusion and diversity agenda and to make change where needed, in 2019 we strengthened our direct engagement of our people in driving us forward with our Big Inclusion Project designed to accelerate the inclusion agenda and leverage the power of our people to build relevant inclusion and diversity solutions at Dentons. Details of The Big Inclusion Project can be found in the Driving Inclusion section below.

Support across Dentons

We support all our people including our frontline leaders and inclusion and diversity champions who embody and drive the strategy through a variety of methods and means. Examples include:

- Inclusive Leadership is a key pillar of our global talent strategy with inclusive leadership content integrated into our people development programs
- Annual Global Inclusion Day which is based around Firm-wide discussions and events
- Affinity Groups to support the professional advancement of all our colleagues through networking, training and business development initiatives
- Global and Regional Women's Network Chapters which support women through networking opportunities, training initiatives, business and client development events and strategic partnerships
- Inclusion and diversity speaker series of conversations with clients, diversity leaders, industry champions, and employees addressing inclusion and diversity topics
- Social mobility initiatives, for example, working locally to provide access to legal careers for young people from economically under-privileged backgrounds
- Collaborating with clients to drive shared inclusion and diversity priorities forward

“Talent is a centerpiece of our strategy, and a more inclusive workforce attracts the highest quality talent. We strive to create diverse and inclusive teams because they are key to accelerating our innovation agenda and differentiating Dentons.

– Elliott Portnoy, Global Chief Executive Officer

Action

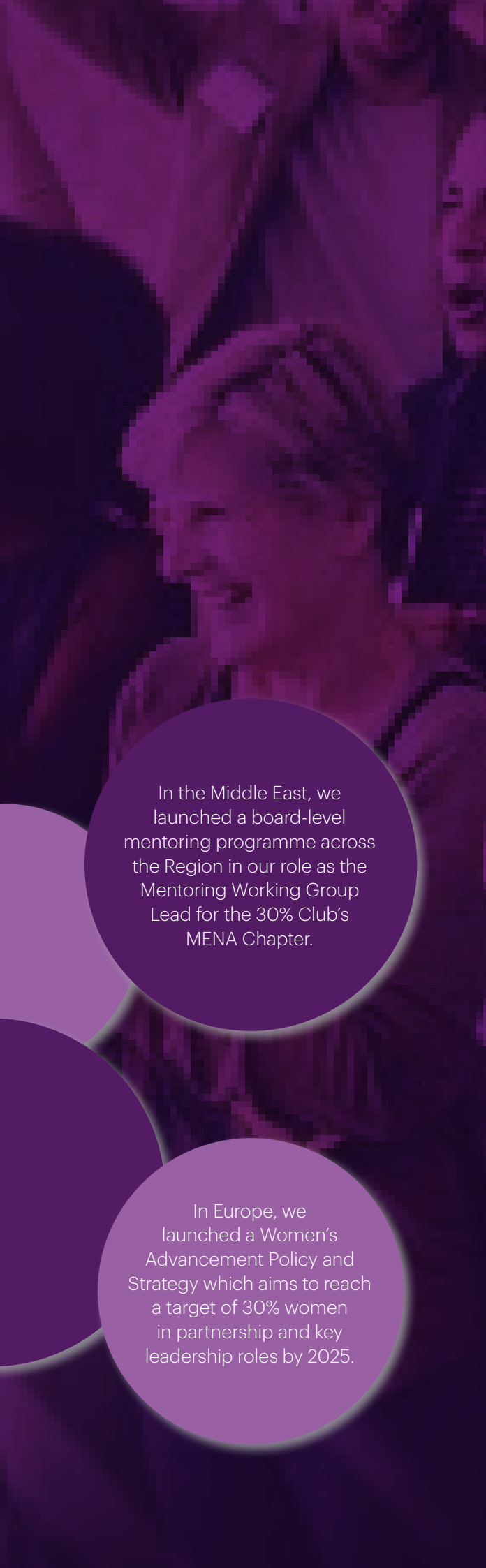
In our Africa Region, we are committed to developing the next generation of African commercial lawyers and transforming the legal industry. In South Africa, we are a proud black-owned firm and long-time supporters of the Black Lawyers Association.

In Canada, we launched a comprehensive strategy to challenge systemic barriers for Black professionals, signing the BlackNorth Initiative Law Firm Pledge and providing scholarship and mentoring opportunities.

Our Latin America and the Caribbean Region has created the first truly pan-Latin American and Caribbean Law Firm Inclusion and Diversity Committee with chapters in 20 countries.

In Australia, we established our DentonsAble network for differently-abled people as well as the Dentons Trans and Gender Diverse Legal Service providing pro bono services to the LGBT+ community. We also actively protect and promote the interests of First Nations peoples through our Third Reconciliation Action Plan, which was endorsed by Reconciliation Australia.

In our UKIME Region, 84% of our people believe they can be their authentic selves at work and 79% believe we are making progress towards being a diverse and inclusive firm (source: UKIME Engagement Survey 2020).



Our annual Dentons Global Pride Day celebrates our LGBT+ colleagues worldwide and helps raise LGBT+ visibility and awareness across our offices.

Our strategy must have measurable outcomes for our clients, our teams, and for Dentons.

We are keenly focused on what our people and our clients tell us is important to them, what they want us to do differently, and take this into account when we review our strategic initiatives. One way in which we measure our progress is through questionnaires to find out:

- How included, engaged and confident colleagues feel in the workplace
- Whether they feel they have fair access to leadership opportunities, and can influence the culture
- How they perceive leadership's commitment
- What they think of available programs and initiatives, and are they getting the "right" work assignments

We then take action.

In the Middle East, we launched a board-level mentoring programme across the Region in our role as the Mentoring Working Group Lead for the 30% Club's MENA Chapter.

In Europe, we launched a Women's Advancement Policy and Strategy which aims to reach a target of 30% women in partnership and key leadership roles by 2025.

In the US, our Emerge Sponsorship Program is designed to advance diverse and women lawyers into partnership and leadership. Two-thirds of the 2018-20 Emerge Sponsorship Program protégés were promoted to partner.

Measuring our commitment to diversity & inclusion



Dentons was named Small Employer of the Year at Australian Workplace Equality Index Awards 2020 for our work around LGBT inclusion.



Law360's 2020 Diversity Snapshot ranked Dentons 19th overall, 13th for number of equity partners of color, sixth for promotions of partner of color and 13th for lawyers of color represented on the executive committee. The annual report ranks the top 30 law firms with more than 600 lawyers on key metrics of diversity and inclusion.



Dentons' Middle East team has been highly commended in the Diversity Initiative of the Year category. Sayyidaat Dentons is our professional women's network for the Middle East region.



Dentons is the first global firm with Level 1 Broad-Based Black Economic Empowerment status.



Dentons was named Gold Small Employer of the Year and achieved Gold status at the Australian Workplace Equality Index Awards 2020 for our work around LGBT inclusion.



Dentons US is a founding member of the Law Firm Anti-Racism Alliance, a new coalition leveraging the resources of the private bar in partnership with legal services organizations to amplify the voices of communities and individuals oppressed by racism, to better use the law as a vehicle for change that benefits communities of color and to promote racial equity in the law.



Dentons US achieved Mansfield Certified Plus status for 2020. This is the Firm's third consecutive year sustaining Mansfield Rule Certification, and second straight year earning Mansfield Certification Plus Status.



Dentons' UK LGBT+ network, GLOW UK, has been recognized as a Highly Commended Network Group.



Dentons was once again ranked as a Stonewall Top Global Employer in 2020, one of only 17 organizations to be named as such.



Dentons won seven awards and was shortlisted in 16 categories for the 2020 Euromoney LMG Women in Business Law Awards. The awards recognize law firms which are taking a leading role in advancing diversity and inclusion in the legal profession in Europe. They also recognize the top women lawyers providing exemplary services and driving success for their practices.



Dentons earned a perfect score on the Human Rights Campaign Foundation's (HRC) 2020 Corporate Equality index (CEI) for the eighth consecutive year. The national benchmarking tool has recognized the Firm as one of the "Best Places to Work for LGBTQ Equality."



In 2019 Dentons has been ranked 41 by Number of Female Partners - The Lawyer Global 200.



Dentons has been named as an Employer of Choice for Gender Equality (EOCGE) for the first time by the Workplace Gender Equality Agency (WGEA); an Australian Government statutory agency charged with promoting and improving gender equality in Australian workplaces.



Elliott Portnoy, Global Chief Executive Officer of Dentons, has joined the Board of Directors of Catalyst, a global nonprofit working with some of the world's most influential business leaders and companies committed to advancing and progressing women in the workplace.



Dentons is proud to be featured as a leading organization within Canada in McKinsey & Company's 2019 Women Matter report.



Dentons was once again named one of Canada's Top Employers for Young People in 2020. This designation recognizes the employers that offer the nation's best workplaces and programs for young people just starting their careers. The employers on this list are Canada's leaders in attracting and retaining younger employees to their organizations.



For 10 consecutive years, Dentons has been named one of Canada's Best Diversity Employers. Canada's Best Diversity Employers recognizes employers across Canada that have exceptional workplace diversity and inclusiveness programs which support women; members of visible minorities; Persons with disabilities; Indigenous peoples; and the LGBT community.



Dentons Canada has committed to the BlackNorth Initiative Law Firm Pledge, which is designed to make change in the legal industry with concrete, measurable actions to create a more inclusive legal industry.



In 2020, Dentons US and Canada were shortlisted for Outstanding Firm for Furthering Diversity & Inclusion at the Chambers Diversity and Inclusion Awards in North America. In 2019, Dentons was shortlisted for Outstanding Firm for Furthering Diversity and Inclusion at the Chambers Diversity and Inclusion Awards Europe 2019 and for Most Pioneering Firm for Gender Diversity at the Chambers Diversity and Inclusion Awards in Latin America.

CEO **ACTION** FOR DIVERSITY & INCLUSION

In 2018 Dentons US joined the CEO Action for Diversity & Inclusion. Dentons represents one of only 30 professional services companies.



Dentons US received the "Tipping the Scales" award by the Diversity & Flexibility Alliance for having 50% or more women in the 2019 new partner class.

Driving Inclusion

The Big Inclusion Project 2018-2021 & beyond

Make change. Take action. Be more inclusive. We set out to accomplish all three with our Big Inclusion Project.



The Big Inclusion Project

In 2018 we ran an innovative, firm collaboration jam - The Big Inclusion Conversation - an online, facilitated discussion for 72 hours which engaged all of our people across Dentons. The level of participation was high and generated a fantastic set of ideas and themes, including:

- Promoting flexible working
- Increasing engagement through inclusivity
- Collaboration and networks
- Talent and performance
- Being heard and valued
- Partnering with others to leverage success

Building on the The Big Inclusion Conversation, in May 2019, we launched The Big Inclusion Project, designed to accelerate the inclusion agenda at Dentons and leverage the power of our people to build ready-to-implement, relevant inclusion and diversity solutions aligned with our business objectives.

**Total
Participants:**

225

**Offices
Involved:**

68

**Global Board
Members:**

12

**Total
Engaged:**

300+

Key elements

People from across Dentons working in all functions, at all levels and across our entire global platform were invited to register to join teams and participate in a 10-week acceleration program to work on an inclusion and diversity proposal and implementation plan for their proposed solution.

Themes around which proposals were built were identified in advance based on priorities identified through The Big Inclusion Conversation and by our global management team. Participants specified their preferred area of focus and teams were assembled in alignment with team members' interests.

Diverse teams of 10 were created and each team was supported by:

- a Dentons Global Senior Executive or a member of our Global Board
- a Dentons Inclusion Champion with experience leading I&D initiatives in the Firm and conversant with the Firm's inclusion and diversity objectives as well as organizational operations and procedures
- an external inclusion and diversity expert.

Teams were then briefed and challenged to:

- Develop a proposed solution around an identified inclusion and diversity imperative related to one of the inclusion themes
- Prepare an end-to-end implementation plan to support their proposed solution.

Implementation plans were to address the following:

- Success parameters
- Identified risks
- Project milestones
- Resourcing and budget requirements.

Engaging the whole Firm

All Teams produced a short video outlining their solution which was shared with the entire Firm. Videos were broadcast across the Firm and our people were asked to vote on which proposals they felt were the most innovative, impactful and actionable. This created even greater buy-in, discussion and commitment. The videos resulted in over 15,000 page views and more than 2000 likes.

Detailed implementation plans were shared with our Global Board.

Implementation

The Big Inclusion Project saw 22 teams develop 22 different project plans to advance inclusion within the Firm. We consolidated these 22 project plans into 4 thematic workstreams which we have been implementing in 2020-2021: **Connect, Flex, Grow and Lead.**

FLEX: Drawing on the ideas of two teams, Dentons has made the global commitment to support everyone at the Firm in their requests for flexible and/or agile working. This commitment to flexible and agile working has been publicized on our intranet as well as in executive communications sent to all staff by our CEO. In addition, we have developed a flexible and agile working Toolkit for use globally. The Toolkit contains educational materials on the benefits of flexible and agile working, sample policies that can be adapted for local use, and much more. The Toolkit has been shared with Talent teams across all Dentons regions.

GROW: Drawing on the output of one of our teams, Dentons' Head of Global Mobility has conducted a thorough assessment of best practices in the Global Mobility field leading to a review and redrafting of our Global Mobility policies applying an inclusion and diversity lens.

A short video summary about The Big Inclusion Project can be found at:

<https://vimeo.com/371121494/48509ccf20>.

Allyship

Year of the Ally 2020

In further recognition of the shared imperative and the important role to be played by those in the majority group where they work and the need to take active steps to include those in a minority who may feel excluded or isolated, we have made 2020 Dentons' Year of the Ally.

Through the course of the year, we are encouraging allyship across the Firm to empower people to act together to create change. We do this by:

- creating and hosting relevant training webinars
- conceptualizing and promoting interactive internal campaigns (e.g. International Women's Day and Pride Day celebrations; commemoration of Trans Day of Remembrance, etc.)
- facilitating cross-region resource-sharing.

Our virtual **Global Allyship Training** has been a highlight initiative of Year of the Ally, with more than 1500 of our people participating. Our four-part webinar training series is designed to build fundamental allyship skills. Each session is hosted at several times to be inclusive of time zones; features senior leaders sharing their personal stories; and encourages participant interaction through the use of breakout rooms and Q&As. Sessions are also recorded and made available for viewing by all our people to increase access to this training. Session topics are as follows:

- **Global Allyship Training Session 1.0: "Acting Alongside"** Introducing the concept of privilege and allyship; examining the importance of action and working alongside others from marginalized groups to bring about change in the workplace and beyond.
- **Global Allyship Training Session 2.0: "Airtime, Amplification, Advocacy"** Focusing on how to incorporate three key allyship skills into every day actions – ensuring others are given ample airtime to speak and express themselves; amplifying others' voices ; and advocating for others, their ideas, and their work.

- **Global Allyship Training Session 3.0: "Overcoming Adversity"** Addressing the importance of cultivating a "speak up culture" even in the face of potential barriers on the allyship journeys.
- **Global Allyship Training Session 4.0: "Accountability"** Examining holding both oneself and others accountable to ensure that our efforts lead to positive change.

Our Global Allyship Training sessions is complemented and supported by our online "Allyship Hub". Built on the themes of Reflect, Educate and Take Action, our Dentons Allyship Hub is accessible to all our people and contains resources and information to help colleagues cultivate and grow their allyship skills. The site also provides a safe space where colleagues can share with one another specific they commit to taking in their allyship journey.

2020 Year of the Ally

Taking action together to drive positive change

Inclusion and diversity are core to who we are at Dentons and to our business strategy. We know that embracing the individual perspectives, experience, insight and ideas each of us bring makes us stronger.

We also know that in a world where discrimination, oppression and unequal treatment surround us, it takes courage, hard work and the collective commitment and actions of each of us to make a difference.

In our continued effort for greater diversity and to achieve real inclusion, we made 2020 the **Year of the Ally** at Dentons.

Our year-long focus on allyship featured in our annual International Women's Day and LGBT+ celebrations, and is supported by our four-part Global Allyship Training course offered to all Dentons colleagues across the globe via live video link.

Centred around the actions each of us can take as allies and our **Dentons Courage Commitment**, our **four-part allyship training series** covers concepts of privilege, oppression, marginalization and the meaning of allyship, and equips participants with concrete actions they can take now to work alongside others to be better allies.

Built on the themes of **Reflect, Educate** and **Take Action**, our **Dentons Allies site** is accessible to all our people. The site contains resources and information to help colleagues build out their allyship skills and provides a place where they can make the Dentons Courage Commitment and share with one another specific personal actions they commit to take as allies.

We embrace hard truths and welcome difficult conversations.

We listen to understand and connect.

We acknowledge and learn from our mistakes, and when it is our turn, we speak with passion.

When we value different perspectives and work together, we are better.

— Dentons Courage Commitment



Global Allyship Training Series



**Inclusion
& Diversity**





Working together on the inclusion agenda

We would be delighted to talk with you further about how we can work together to advance our shared inclusion and diversity priorities.

Here are some ideas on where we might collaborate.

The Big Inclusion Project

- Can we work with you to help you deliver your own big inclusion project geared toward your inclusion priorities?

Shared education and learning sessions

- Are there opportunities for us to bring our people together through shared education and learning?
- Can we work together to share and develop inclusion and diversity strategies and best practices?
- We have worked with clients in a number of shared efforts including:
 - The critical role that diversity and inclusion plays in advancing innovation, retaining talent and managing risk

- Dimensions of diversity
- What makes people feel included
- What inclusion means from culture to culture
- How inclusion ignites the power of diversity
- Inclusion as an innovation accelerator

Affinity collaboration

- Are there opportunities to bring together people in our respective affinity groups to define and work on shared objectives and participate in shared events?

Networking and mentoring sessions

- Could we have senior members from both our teams bring their protégés to a networking event where we encourage protégés to practice their networking skills and connect with one another?
 - The protégés could participate in a networking learning event in advance of the gathering

ABOUT DENTONS

Dentons is the world's largest law firm, delivering quality and value to clients around the globe. Dentons is a leader on the Acritas Global Elite Brand Index, a BTI Client Service 30 Award winner and recognized by prominent business and legal publications for its innovations in client service, including founding Nextlaw Enterprise, Dentons' wholly owned subsidiary of innovation, advisory and technology operating units. Dentons' polycentric approach, commitment to inclusion and diversity and world-class talent challenge the status quo to advance client interests in the communities in which we live and work.

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