

Diversity and Inclusion

At the core of our practice



Diversity and Inclusion: at the core of our practice

Without a single headquarters or a dominant national culture in more than 75 locations around the world, Dentons is a multinational, multicultural and polycentric firm committed to challenging the status quo. Diversity and inclusion are longstanding core values of the Firm and are driving principles behind Dentons' vision and strategy: to provide clients inventive, sophisticated solutions, while sustaining a rich and vibrant workplace and promoting positive social change.

Dentons truly reflects the diversity of our clients and of the communities in which we work and live. Harnessing the unique perspectives of our people across our global network is a business imperative.

We draw on the talents and insights of our people to provide clients local knowledge coupled with sector experience in every legal tradition in the world. We know the business of our clients and offer them a choice of law most compatible to the regions in which they operate. Connecting you to high-quality lawyers and legal services wherever you do business in the world reflects how Dentons is adapting to the evolving needs of our clients.

Dentons strives to foster a flexible environment where everyone respects, supports and learns from our collective skills, talents and differences. By attracting, supporting, promoting and retaining individuals from all backgrounds, where we respect race, ethnicity, gender, gender identity, age, sexual orientation, abilities, social perspective and other characteristics, the Firm creates a dynamic and inclusive work environment that contributes to our success.

“At Dentons,
our commitment
to diversity and
inclusion is more
than a core value.
It is an integral
part of our
business strategy.”

Elliott I. Portnoy

Global Chief Executive Officer



Dentons US commitment to Diversity and Inclusion

Driving diversity in our Firm and communities

Dentons takes an active approach to fostering diversity through a variety of internal and external programs. Within the Firm, Dentons has launched impactful initiatives that support, develop and retain lawyers of all backgrounds. Through partnerships with local organizations and progressive business policies, Dentons promotes diversity in the Firm's communities and lays the groundwork for the next generation of lawyers.

Diversity and Inclusion Committee

The US Diversity and Inclusion Committee guides the US region's diversity and inclusion policies. The committee is comprised of Dentons leaders based in offices across the country, representing a spectrum of backgrounds and experiences. In fulfilling the Firm's mission to uphold, deepen and expand efforts to lead the legal industry in diversity, the committee focuses on four main areas:

Culture

Fostering and enhancing a welcoming environment;

Engagement

Involving the energies, input and participation of individuals across the Firm;

Clients

Supporting clients' prioritization of diversity and inclusion in the law firms that serve them, and setting measures and objectives to track progress;

Structural

Emphasizing diversity as a main consideration in all aspects of the Firm's business, including in the ways we attract, welcome, develop and transition individuals.

Dentons was awarded a perfect score in the **Human Rights Campaign Foundation's Corporate Equality Index 2014** survey for a second consecutive year, recognizing the Firm's demonstrated commitment to LGBT equality and inclusion.

"A safe environment that fosters diversity of thought and experiences is essential to how we are successful in our relationships with our clients and each other."

Steven Velkei

Partner and US Diversity and Inclusion Chair

Women's Leadership and Growth Network

The US Women's Leadership and Growth Network (WLGN) supports and builds the success of women in the Firm and in the legal profession. Through business development planning programs, networking events, mentoring circles and client events, the WLGN creates opportunities for women to reach the top levels of their respective fields and to influence the business of tomorrow.

WLGN committee members

- **Atlanta:** Summer Martin
- **Chicago:** Jana Cohen Barbe, Mary Ann Hynes, Katherine Mellon, Natalie Spears, Mary Wilson
- **Dallas:** Peg Donahue Hall
- **Kansas City:** Lisa Krigsten, Julia Taylor
- **Los Angeles:** Elizabeth Foster
- **New York:** Maria Livanos, Michelle Shapiro
- **Phoenix:** Meghan Cocci
- **San Francisco:** Kara Baysinger
- **St. Louis:** Karen Jordan, Jenny Marler
- **Washington, DC:** Emma Hand, Sydney McNiff Johnson, Marci Levine, Janice Ziegler

WLGN Charter: At the Cutting EDGE

- **E**ngaging leaders of today and tomorrow
- **D**iversifying perspectives through all interactions
- **G**rowing business and networking opportunities
- **E**nhancing the opportunities for women to advance and succe

“Dentons is laser-focused on improving the professional development of women in the Firm to create a community that attracts, develops and inspires women business leaders.”

Natalie Spears

Partner and Chair of Dentons' Women's Leadership and Growth Network

For the second year in a row, the Firm received Gold Standard Certification from the **Women in Law Empowerment Forum** (WILEF), a designation given only to a select group of law firms that objectively demonstrate the progress of women across key criteria.

Promoting diversity in the profession

1L “Head Start”

The Firm holds annual training programs for incoming first-year law students at Washington School of Law in St. Louis and Northwestern University Law School in Chicago. The programs give a diversity of students a “head start” by preparing them for the rigors of law school.

Diversity Scholarship Program

Dentons is one of the sponsors of the California Bar Foundation’s Diversity Scholarship, which helps support first-year California law students with the goal of expanding the pipeline of racial and ethnic minorities entering the legal profession.

Supplier Diversity Program

Dentons was one of the first law firms to consider diversity in its purchasing policy. As part of our effort to further economic opportunities for businesses that are owned and operated by minorities, women, LGBT individuals and the physically challenged, we require many of our vendors to submit a Vendor Diversity Form.

Legacy Charter School

Believing that a high-quality education is key to breaking the cycle of poverty and empowering people to lead fulfilling lives, the Firm founded Legacy Charter School in 2005. Legacy is a public charter school educating 500 scholars in pre-kindergarten through grade eight in North Lawndale, an inner-city Chicago neighborhood. Ninety-nine percent of Legacy’s scholars are students of color, almost entirely African American, and ninety-four percent are low income. In addition to providing funds and in-kind contributions, such as technology and furniture, Dentons offers extensive operational support, such as accounting and check-writing. We also lend substantial management

support, principally through the active involvement of Errol Stone, our former firmwide managing partner. Furthermore, our lawyers, professionals and staff have volunteered as tutors, taught via the Lawyers in the Classroom program, mentored via the Spark program, conducted mock high school interviews, painted classrooms, contributed to the annual holiday gifts fundraiser, shared hobbies (such as chess, quilting and guitar) and acted as judges at events such as Science Exploration Day.

Internal events and programs

Our US Diversity and Inclusion Committee is committed to raising diversity and inclusion awareness through our internal events and programs. Our Speaker Series program features prominent leaders in the community who present on various diversity topics. These events are open to all US attorneys, professionals, business services staff and clients. Our Speaker Series program kicked off in the Los Angeles office in celebration of Asian-Pacific American Heritage Month. Our presenter, Frank H. Wu, Chancellor and Dean of the University of California-Hastings School of Law, gave an engaging presentation on issues of race as they affect Asian-Americans, and about civil rights issues more broadly. In celebration of Lesbian, Gay, Bisexual and Transgender Pride Month, our New York office hosted a discussion with Evan Wolfson, a prominent civil rights attorney and the founder and president of Freedom to Marry. Named one of “the 100 most influential people in the world” by *Time* magazine, Evan is a nationally recognized leader of the freedom to marry movement. He is the author of *Why Marriage Matters: America, Equality, and Gay People’s Right to Marry* and has been dubbed “the godfather of gay marriage” by *Newsweek/The Daily Beast*. Our US offices will continue to host engaging discussions with diversity leaders as we continue to celebrate our differences, enhance the quality of life for all our colleagues and strengthen what we can accomplish as a firm.



Courageous Counsel

Dentons seeks to not only improve women's advancement within the Firm, but also to meaningfully contribute to the public dialogue and improve the resources available to current and prospective female lawyers in their careers. In 2011, San Francisco Insurance chair Kara Baysinger co-authored *Courageous Counsel: Conversations with Women General Counsel in the Fortune 500* with Michele Coleman Mayes, former executive vice president and general counsel for Allstate Insurance Company and the current General Counsel of the New York Public Library. The book traces the career arc of 42 women general counsel at many of America's largest corporations. Presenting intimate, on-the-ground perspectives, *Courageous Counsel* uses personal interviews to recount the risks, missteps, milestones and lessons experienced by women general counsel. The book documents the many different roads to achievement taken by these pioneers and helps provide the tools for rising women lawyers today to succeed at the executive level. It has been the focus of a national speaking tour on the key issues facing women professionals today.

The book inspired the Inaugural Courageous Counsel Leadership Institute—a forward-looking, full-day professional leadership development conference for senior women in-house lawyers which took place in July 2014. The event provided participants with the opportunity to engage in meaningful and value-driven conversations about professional development with other successful women. Former United States Senator Olympia Snowe served as the luncheon keynote speaker. A trailblazer, Senator Snowe brought a unique perspective on how women can contribute and succeed even in exclusive, male-dominated institutions. Sessions included panels on GC and C-suite relationship dynamics, boardroom knowledge and how to inspire innovation, as well as insightful tracks on “big data” and privacy, compliance issues and trends, private vs. public company legal issues and much more.

The **Diversity and Flexibility Alliance** recognized Washington, DC Health and Life Sciences partner Marci Rose Levine and her client with the 2013 Flex Success Award, which honors the crucial role that attorney-client relationships play in making workplace flexibility a reality.

US Diversity and Inclusion partnerships

The Firm is active in a number of key organizations focused on advancing people of all backgrounds, including:

- National Black Law Students Association
- California Minority Counsel Program
- LAMBDA Legal
- Leadership Counsel of Legal Diversity (LCLD)
- Minority Corporate Council Association (MCCA)
- National Asian Pacific American Bar Association (NAPABA)
- Chicago Committee on Minorities in Large Law Firms

Dentons is one of the founding members of the Project Attorney Retention (PAR), which has now become the Diversity and Flexibility Alliance.

US awards and recognitions

Dentons' efforts to support, promote and retain lawyers of all backgrounds have led to a variety of awards and recognitions.

US firmwide recognition

- **Perfect Score on the 2013 and 2014 Corporate Equality Index**
Human Rights Campaign for Lesbian, Gay, Bisexual and Transgender Equality
- **Top 100 Law Firms for Diversity** *MultiCultural Law*
- **Raising the Bar: Corporate Responsibility Project Top Illinois Law Firm**
Equality Illinois
- **Top 100 Law Firms for Women** *MultiCultural Law*
- **Gold Standard Certification** Women in Law Empowerment Forum
- **Top 25 Law Firms for Native America** *MultiCultural Law*
- **Transformative Leadership Award for Firm Wide Policies** *InsideCounsel*
- **2013 Flex Success Award** Diversity and Flexibility Alliance





Individual recognition

- St. Louis partner **Rodney Boyd** received the 2014 Hispanic Chamber President's Recognition. He was honored for his volunteer work as a pro bono attorney for the Hispanic Chamber and for his essential role in the continued success of both the Hispanic community and the Hispanic Chamber of Commerce. Rodney assisted the Chamber in expanding its presence both inside and outside the Hispanic community which has allowed the organization to further its mission and become better advocates for the Hispanic business community. The President's Recognition award is the highest honor that the Chamber extends.
- San Francisco partner **Kara Baysinger** received the 2014 Mayre Rasmussen Award for the Advancement of Women in International Law presented by the ABA's Section of International Law. Kara was selected as a representative of "Courageous Counsel," a movement inspired by *Courageous Counsel: Conversations with Women General Counsel in the Fortune 500*, a book co-authored by Kara and Michele Coleman Mayes, former executive vice president and general counsel for Allstate Insurance Company.
- *Law360* Female Powerbrokers Series 2014 featured San Francisco partner **Kara Baysinger** and Chicago partner **Jana Cohen Barbe**.
- The Diversity and Flexibility Alliance recognized partner **Marci Rose Levine** and her client with the 2013 Flex Success Award for the crucial role attorney-client relationships play in making workplace flexibility a reality.
- San Francisco Insurance partners **Kara Baysinger** and **Katherine Evans**, Chicago Insurance partners **Corinne Carr** and **Donna Vobornik** and New York Restructuring, Insolvency and Bankruptcy partner **Carole Neville** were named to *Euromoney's 2013 Expert Guides: Guide to the World's Leading Women in Business Law*, recognizing Dentons as a go-to firm for talented and effective women partners.
- Real Estate practice group co-head **Bob Fernandez** was named by *Crain's Chicago Business* to the publication's "40 Under 40: 2013" list.
- Dallas Litigation partner **Peg Donahue Hall**, New York partner **Monica Richman** and Chicago Litigation partner **Natalie Spears** were recognized in *Managing IP's* inaugural *IP Stars – Top 250 Women in IP* guide to the leading female intellectual property lawyers in the country.
- Phoenix managing partner and Hotels and Leisure vice chair **Meghan Cocci** was named a "2013 MVP of the Year for Hospitality" by *Law360*.
- Dentons Global Board member and Chicago Real Estate partner **Jana Cohen Barbe** was named to the *Law Bulletin Publishing Company's* "Women in Law 2013" list of women who "have made and continue to make a unique impact on the profession," as well as to the *Midwest Real Estate News' 2013 Commercial Real Estate Hall of Fame*.
- Chicago managing partner **Mary Wilson** was named to *Crain's Chicago Business' "Who's Who in Chicago Business Law 2013"* list.
- St. Louis Corporate partner **Karen Jordan** was selected by the *St. Louis Business Journal* as a 2013 Diverse Business Leader.

US Diversity and Inclusion Committee members



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Dentons Canada commitment to Diversity and Inclusion

We commit to create and nurture an environment of inclusion at Dentons where the diversity of our workforce contributes to the enrichment of our firm, our professional practice and our community.

We have:

- Created a **Statement of Commitment to Diversity and Inclusion** which serves as the framework on which we have built a robust and comprehensive diversity plan anchored in a culture of inclusion.
- Signed the **Statement of Principles of the Law Firm Diversity and Inclusion Network**, and we collaborate with other law firms across Canada to share ideas and work together to promote diversity and encourage a culture of inclusion in our firms and the legal profession as a whole.
- Signed on to the **Catalyst Accord**, a call to action to Canadian corporations to increase the overall proportion of FP500 board seats held by women to 25 percent by 2017, and we have pledged to increase the percentage of women on our Board by 2017.
- Formed **Dialogue LGBTQA** – an employee-led resource group with a mandate to advance the interests and values of members of the Dentons community who identify as lesbian, gay, bisexual, transgendered or ally. (“LGBTQA”).
- Developed a comprehensive plan and dedicated the necessary resources to achieve our diversity and inclusion goals.
- Taken concrete steps to adopt and advance policies to ensure Dentons reflects a diverse community.
- Increased the diversity of the individuals involved in our firm’s decision-making process.
- Educated and trained our lawyers and staff to understand and become committed to diversity and inclusion.
- Celebrated WorldPride across the globe with Dentons personnel from all five Dentons regions signing banners delivering a WorldPride message displayed in the Toronto office for the duration of the WorldPride 2014 celebrations: “To be advocates for diversity means promoting respect for one another and understanding that each person is unique”.
- Participated in the inaugural Diversity by the Numbers Diversity and Inclusion Census for the legal profession in partnership with the Canadian Institute of Diversity and Inclusion.

Highlights

- **Diversity and Inclusion training:** Half-day program for all senior leadership and Firm members responsible for hiring, promotion and compensation covering an array of topics surrounding unconscious bias and inclusion.
- **Mentoring programs:** Provide mentorship opportunities in partnership with others to skilled immigrants including with the Toronto Region Immigrant Employment Council (TRIEC) and the Calgary Region Immigrant Employment Council (CRIEC).
- **Canadian Institute of Diversity and Inclusion:** Founding employer partner and pro bono legal counsel to Canadian Institute of Diversity and Inclusion, an organization whose focus is to provide practical, sustainable solutions to help employers move forward towards true inclusion.
- **Catalyst Canada:** Member of Catalyst Canada, a non-profit corporate membership research and advisory organization working to build inclusive environments and expand opportunities for women in business and professional service.
- **Vault women's initiatives:** Plans and runs regular events directed to women's advancement, promotion and success at Dentons Canada.
- **Pride at Work Canada:** Founding Partner of Pride at Work Canada, an organization dedicated to fostering a workplace culture of inclusion for LGBT employees.
- **LAWS Program:** Providing opportunities for high school students from under-privileged backgrounds to gain exposure to the practice of law through participation in a mentorship program with Dentons Canada lawyers.
- **Out on Bay Street:** Law partner sponsor of Out on Bay Street's Annual Conference and pro bono legal counsel to Out on Bay Street, a non-profit organization for networking, education and inspiration for lesbian, gay, bisexual, transgender, queer and ally students (LGBTQA) and young professionals.
- **Justicia Project of the Law Society of Upper Canada and the Law Society of British Columbia:** Dentons is a signatory and active participant in this program designed to retain and advance women lawyers in private practice focusing on maternity and parental leave and flex-work policies, sharing strategies and best practices for tracking gender demographics, adopting initiatives to foster women's networking and business development, and promoting leadership skills for women.
- **GRIS-Montréal (Groupe de Recherche et d'Intervention Sociale):** Supporter of GRIS-Montréal, a non-profit organization based in Montreal with the objectives to raise awareness around homophobia in schools and to facilitate integration of LGBT youth.
- **Uniterra's Leave for Change Program:** Dentons lawyers and staff have used their skills and knowledge to help non-governmental organizations build capacity in developing countries.
- **Aboriginal Business Student Internship in Partnership with Polygon Homes:** Established in partnership with Polygon Homes, this program provides an Aboriginal undergraduate business student with an opportunity to work in the Vancouver business community and to gain exposure to the business of real estate development.
- **Royal Bank of Canada Aboriginal Articling Program:** Dentons has provided a litigation rotation placement for RBC's Aboriginal articling student which provides an articling position to a law student from an Aboriginal community.
- **Internationally-Trained Lawyer Articling Program:** In partnership with Imperial Oil Dentons provides an articling position to an internationally-born, internationally-trained lawyer in which the candidate spends six months with Dentons' Calgary office and six months in the legal department at Imperial Oil. Dentons' Toronto office has also reserved a position in its articling program for a lawyer educated and trained outside of Canada.

Scholarships

- **Black Business and Professional Association (BBPA):** A \$5,000 annual renewable scholarship awarded to a black law student who has demonstrated outstanding academic achievement, commitment to diversity and financial need.
- **Victor Hum Bursary:** A University of Toronto Law School bursary endowed by Dentons and awarded annually to a student who has demonstrated a commitment to promoting diversity in the law school community.
- **Dentons Scadding Court “Investing in Diversity” Scholarship:** A \$4,000 post-secondary scholarship awarded to youth leaders active in issues surrounding diversity, equity and anti-racism. The program, operated in affiliation with the Toronto Community Housing Corporation (TCHC), targets youth from marginalized communities who are actively working to improve their communities and city.

Firm recognition

- From 2011-2014, Dentons was named as one of **Canada’s Best Diversity Employers**.
- From 2009 – 2013, Dentons was named one of **Canada’s Best Employers for New Canadians**, a special designation that recognizes the nation’s best employers for recent immigrants.
- In 2012, Dentons was named one of **Canada’s Best Employers for Young People**.
- In 2011, Dentons was the recipient of the **Lexpert Zenith Awards** for Diversity Action by Law Firm and for law Firm Contribution to Legal Education for its work in the publication of the UBC Law Review Special Issue on Diversity and the Law.
- In 2009, Dentons received **the CBC Toronto Vision Award for Immigrant Inclusion** in recognition of a six-month paid legal professional internship program aimed at bridging the gap for internationally-trained lawyers seeking professional employment in Canada.

Individual recognition

- **Kate Broer**, Litigation Partner and Canada region Chair of Diversity and Inclusion, was recognized in 2013 by Catalyst Canada with a Catalyst Canada Honours Award for her work in expanding leadership opportunities for women in business.

- **Michael Schafler**, Co-Lead of the Canada region Litigation and Dispute Resolution Group, was recognized with the 2009 TRIEC Special Achievement Mentoring Partnership Award. Michael spearheaded Dentons’ goal of becoming the first law firm to partner with TRIEC’s Mentorship Program.
- **Kate Broer** was the recipient of the *Lexpert Zenith Award* Celebrating Leading Women Lawyer in 2013.
- **Chris Pinnington**, Dentons Canada region Chief Executive Officer was recognized with a CEO in Action Award by the *Diversity Journal* in 2011.
- **Kirsten Embree**, Head of the Firm’s Communications Law Practice Group, is recognized in the *Guide to the World’s Leading Women in Business Law*.
- **Kate Broer** and **Chris Pinnington** were recognized as *2012 Canadian Diversity Champions* by *Women of Influence Magazine*.
- **Sandy Walker**, Co-Chair of the Firm’s National Competition and Law and Foreign Investment Review Practice Group, is recognized in the area of Competition and Antitrust Law by *Expert Guides Women in Business Law 2012*.
- **Tamela (Tammy) Coates**, Senior Litigation and Dispute Resolution Partner, was recognized with the Women in Law Leadership (WILL) Award - Leadership in the Profession in Private Practice.
- **Elana Hahn**, Domestic and International Finance and Securities Partner, was shortlisted for *Euromoney LMG Europe Women in Business Law Awards 2012* (Best in Structured Finance).
- **Martha Harrison**, International Trade and Customs Partner, is recognized as a leading Canadian international trade lawyer in the inaugural edition of *The Best of the Best Women in Business Law* (Legal Media Group).
- **Chantal Sylvestre**, Lead of the Real Estate Group in our Montreal office, is recognized in *Première en Affaires* magazine as one of the eight most influential women in commercial leasing.
- **Kate Broer** was honoured with the Queen’s Diamond Jubilee Medal for pioneering industry-leading internal and community diversity and inclusion initiatives, including career mentorships, sponsorships, internships, and workplace inclusion for immigrants, visible minorities, Aboriginals, people with disabilities, women and the LGBT community.

Canada Diversity and Inclusion Committee members



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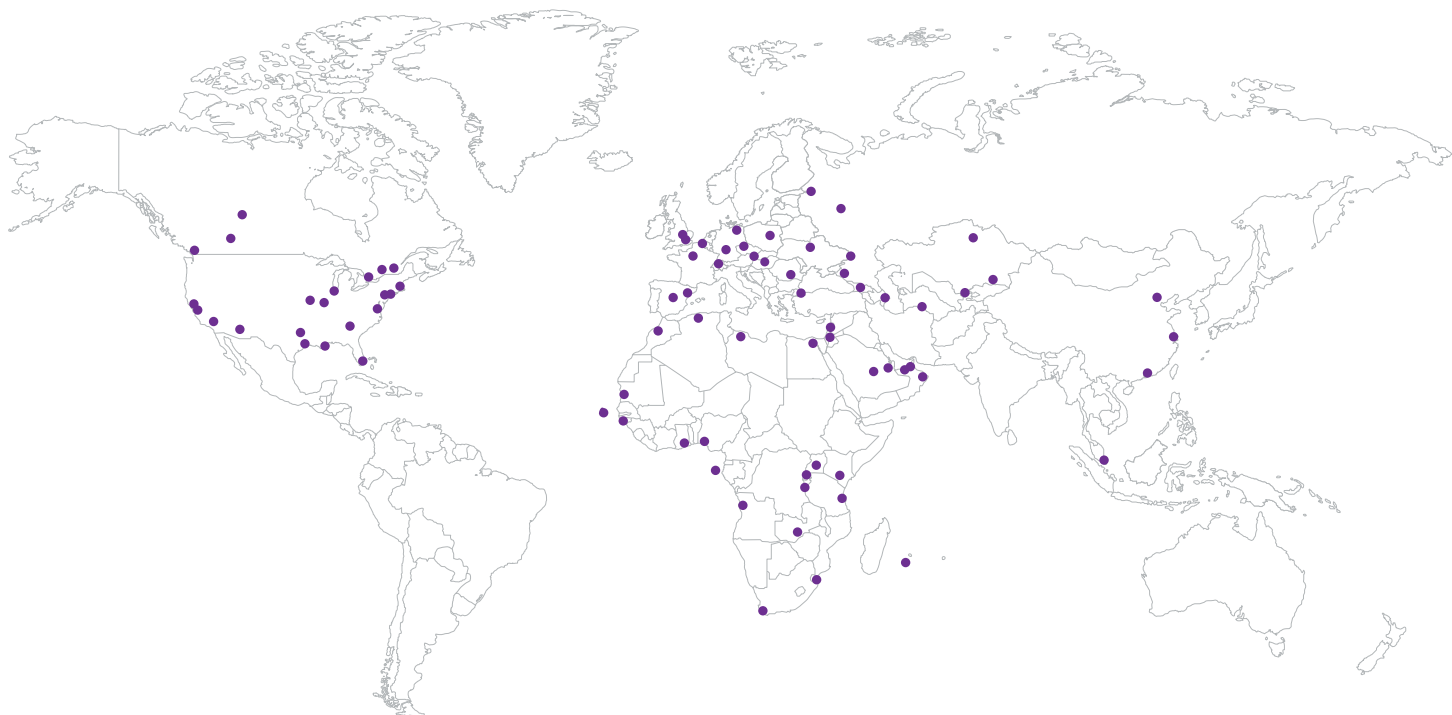
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About Dentons

Dentons is a global law firm driven to provide clients a competitive edge in an increasingly complex and interconnected world. A top 20 firm on the Acritas 2013 Global Elite Brand Index, Dentons is committed to challenging the status quo in delivering consistent and uncompromising quality in new and inventive ways. Dentons was formed by the combination of international law firm Salans LLP, Canadian law firm Fraser Milner Casgrain LLP (FMC) and international law firm SNR Denton. Dentons' clients now benefit from approximately 2,600 lawyers and professionals in more than 75 locations spanning 50-plus countries across Africa, Asia Pacific, Canada, Central Asia, Europe, the Middle East, Russia and the CIS, the UK and the US. The firm serves the local, regional and global needs of a broad spectrum of clients, including private and public corporations; governments and government agencies; small businesses and startups; entrepreneurs; and individuals.



Abu Dhabi	Beijing	Cairo	Frankfurt	London	Muscat	Praia [†]	St. Petersburg
Accra [†]	Beirut [†]	Calgary	Hong Kong	Los Angeles	Nairobi [†]	Riyadh [*]	Tashkent
Algiers [†]	Berlin	Cape Town [*]	Houston	Luanda [†]	New Orleans [*]	Rostov-on-Don [†]	Tbilisi [†]
Almaty	Bissau [†]	Casablanca [†]	Istanbul	Lusaka [†]	New York	San Francisco	Toronto
Amman [*]	Boston [*]	Chicago	Kampala [†]	Madrid	Nouakchott [†]	São Tomé [†]	Tripoli [†]
Ashgabat [†]	Bratislava	Dallas	Kansas City	Maputo [†]	Ottawa	Shanghai	Vancouver
Astana	Brussels	Dar Es Salaam [†]	Kigali [†]	Miami [*]	Paris	Short Hills	Warsaw
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^{*}Associate offices, ^{*}facilities, [†]associate firms and [†]special alliances.

