

Leadership Diversity Policy

UK, Ireland and Middle East (UKIME) (August 2025)

At Dentons, inclusion, fairness and mutual respect are not just ancillary values, they are foundational to our business and essential to the success and strength of our people, our Firm and the delivery of justice through our profession.

We aspire to create a dynamic and inclusive work environment and a culture of opportunity by attracting, promoting, retaining and supporting individuals from all backgrounds—regardless of race, ethnicity, culture, nationality, faith, religion, spiritual beliefs, sex, gender, gender identity, sexual orientation, age, abilities, and other characteristics and lived experiences.

Leadership Diversity and Inclusion Policy

Dentons UK, Ireland and Middle East (UKIME)

Commitment

Dentons UKIME is committed to fostering an inclusive culture that promotes fairness and equal opportunity. We prioritise these values in our leadership development and selection processes, with a particular focus on increasing the representation of individuals from historically underrepresented groups in leadership positions. We are dedicated to building a diverse talent pipeline through robust leadership development, succession planning, and sponsorship initiatives.

Policy Purpose

This policy ensures that:

- All of our people have equal opportunities to pursue leadership roles in every part of the Firm.
- We are proactive in identifying, reviewing and assessing talented individuals considered for leadership opportunities.
- Pathways to leadership roles and related processes are free from bias.

We apply a proactive, rigorous and systemic approach to identifying and developing talent for leadership roles. We recognise that a diverse and inclusive leadership team is critical to delivering excellence, driving innovation, and meeting the needs of our clients and communities.

Objectives

- Ensure that leadership appointments and promotions align with Dentons UKIME's inclusion, fairness, and diversity objectives.
- For underrepresented groups:
 - Facilitate pathways to leadership through structured mentorship, sponsorship, and development programmes.
 - Identify and address barriers to advancement.
 - Ensure transparency in selection processes.

Scope

This policy applies to all leadership roles within Dentons UKIME, including but not limited to:

- Board and Executive Leadership
- Partners
- Divisional Leaders
- Practice Group Leaders
- Business Services Directors

Strategies and Actions

To achieve our leadership diversity objectives, Dentons UKIME will:

- **Recruitment & Promotion:** Ensure diverse candidate pools and apply objective evaluation criteria. For elected roles, provide guidance and support to all nominees to ensure equality of opportunity for all.
- **Leadership Development:** Offer targeted leadership training and professional development for everyone, recognising that it may be beneficial to offer specific training to different groups to ensure equity.
- **Mentorship & Sponsorship:** Operate focused mentorship and sponsorship programmes for all, including for high-potential individuals from underrepresented groups.
- **Accountability:** Monitor and report annually on leadership diversity metrics.
- **Culture:** Promote an inclusive culture through regular training, open dialogue, and leadership accountability.

The HR and Responsible Business teams are responsible for embedding these strategies into our core people processes.

Governance and Review

Dentons UKIME leadership, will:

- Oversee policy implementation.
- Review leadership demographics and progress annually.
- Recommend enhancements and further actions as required.



Paul Jarvis

Chief Executive, UK, Ireland and Middle East

This policy applies to all employees and contractors within Dentons UK and Middle East region. The [Head of Responsible Business/Inclusion and Wellbeing Manager] is responsible for updating the policy. For any questions, please contact the Responsible Business Team at responsible.business@dentons.com.

This Policy is reviewed annually, with the next scheduled review in [August 2026].