

BAKER & MCKENZIE

A REPORT ON CORPORATE SOCIAL RESPONSIBILITY

AT BAKER & MCKENZIE



C S R
M A T T E R S

CHAIRMAN'S MESSAGE

“As a leading global law firm, Baker & McKenzie is uniquely positioned to leverage our talent, insight, resources and relationships to make a positive and lasting impact on critical global issues. We advance our corporate citizenship across borders to serve persons in need, promote diversity and inclusiveness, and foster more sustainable practices. Our Global CSR Program reflects an extraordinary investment of legal talent and skills around the globe to promote systemic solutions to these and many other challenges.

CSR Matters highlights some of the success stories from collaborations with our colleagues, clients and communities to help make the world a better place. We are thankful for the support from our clients, NGOs, non-profit organizations and everyone in the Firm. And we take great pride in how we continue to make a difference in the communities where we live and work. We see our investments in these efforts as not only good business, but as simply the right thing to do as good citizens of our world.

It is my hope that some of the stories included here inspire others to do the same. Thank you for taking the time to learn more about our continuing commitment to build a Firm that is not only the premier provider of global legal services, but also one that strives to improve communities in every country that we serve.”



Eduardo Leite

Baker & McKenzie Chairman of the Executive Committee,
Global CSR Board Chairman,
Executive Committee Liaison for CSR

OUR GLOBAL CSR LEADERSHIP



John Conroy
Head of Global
Strategic Initiatives



Claudia Prado
Executive Committee Chair
Diversity & Inclusion



Bruce Hambrett
Executive Committee Chair
Sustainability



Phil Suse
Executive Committee Chair
Pro Bono & Community Service



Craig Courter
Global Chief Operating Officer



Christie Constantine
Director of Corporate
Social Responsibility



Which is why we're sharing just a few of the highlights of the ways in which we work together with our colleagues, with our clients, and with our communities.

INTRODUCTION

Baker & McKenzie understands that our responsibility as legal service providers goes beyond advising clients. Helping the communities to which we belong has always been an integral component of our work. With our Executive Committee Chair serving as head of the CSR Board, we put business and social commitment on equal strategic footing. Placing CSR in the forefront has not only inspired more Firm colleagues to do their part, but also forged powerful affinities with clients who share the same commitment to social justice.

Our global CSR Program is composed of three pillars:

- **Pro bono & community service**, in which we advance the fundamental rights of and opportunities for persons in need.
- **Diversity & inclusion**, in which we promote respect for and appreciation of different cultures and cultivate a diverse and inclusive workplace.
- **Sustainability**, in which we reduce, reuse and recycle the energy and natural resources necessary for our business, and collaborate with clients on environmental projects.

While distinct in vision, all three pillars often overlap as we team with clients and other key stakeholders to address some of today's most pressing social problems with truly sustainable solutions, from mentoring disadvantaged but talented students to helping rebuild nations after periods of civil conflict. Our global reach, practical perspective, and collaborative culture — a fluency unique among global law firms — allow us to follow through on CSR mandates with unparalleled dedication and impact. This report is an update on that commitment.

We don't just support our communities; we invest in them.



John Conroy
Head of Global Strategic Initiatives

WHAT'S INSIDE

PRO BONO AND COMMUNITY SERVICE

4



CONFLICT & RESOLUTION

6



SECURING AVENUES FOR PASSAGE

8



THE FUTURE OF HEALTHCARE

10



GOING ABOVE & BEYOND

12



BETTER TOGETHER

14



HELP FOR THE HOMELESS

16



A HAND UP FOR HOMELESS YOUTH

18



MAKING THEIR VOICES HEARD

20



A LONGSTANDING PARTNERSHIP

22



LESSONS GIVEN, LESSONS LEARNED

24



SERVING THE WOMEN OF THE WORLD

DIVERSITY AND INCLUSION

26



DIVERSE AND INCLUSIVE

28



ADVOCATES OF MOBILITY

30



DEVELOPING FUTURE WOMEN LEADERS

32



CONTINUOUS EFFORTS FOR EQUALITY

SUSTAINABILITY

34



IN SERVICE OF SUSTAINABILITY

36



BUSINESSES FOR A BETTER WORLD

38



GO FOR GREEN

Around the world, we work with both national and multilateral organizations to provide knowledge, legal assistance and developmental aid wherever they operate.

CONFLICT & RESOLUTION

Working for stability and peace, Baker & McKenzie collaborates with PILPG to help redefine the legal environment of troubled nations and create stronger international policies.

The United Nations monitors the stability of communities all around the world, and its surveys show almost 75 armed struggles at any given time. Trying to do their part to stem this tide of conflict and reestablish order in overwhelmed areas is the Public International Law & Policy Group (PILPG).

The Nobel Peace Prize-nominated pro bono organization assists states and governments involved in peace negotiations, post-conflict issues, and war criminal prosecution. The global challenges that PILPG handles are issues that Baker & McKenzie, with its far reaching network and experience in managing cross-border matters, is well-suited to help with.

"When we're working with Baker & McKenzie, we're working with a global law firm bringing expertise from all over the world to bear on the problem," says Michael Scharf, co-founder and Managing Director of PILPG and head of its War Crimes Prosecution Practice Area. "And that's different, that's completely unique. It makes Baker & McKenzie the perfect partner for PILPG because that's how we perceive ourselves as a non-governmental organization."

Contributing to peaceful negotiation

One of the Firm's first projects with PILPG was helping them prepare for negotiations in Sudan. The team analyzed previous peace negotiations and worked on drafting a suitable peace framework agreement, the blueprint of a peace treaty. Since the lawyers were not allowed to negotiate peace terms, they searched for material that could guide their clients in these delicate discussions.

"We were looking for something that our client could literally walk around with, even on the battlefield should they have to," says Bob Deignan (Chicago), who worked on the project in 2005. When no material was found, the team

authored The International Negotiations Handbook, a 70-page document made to help negotiators properly prepare, strategize and plan. Even now it is a valued reference, widely circulated and already in its third printing.

Prosecuting piracy

The team also has increasingly worked with PILPG's war crimes prosecution practice. In fact, Baker & McKenzie is a founding member of the High Level Piracy group, a PILPG committee that concentrates on the growing threat of piracy in Africa as well as on the policy challenges modern pirates present to the international community.

Particular focus is given to a new way of trying these criminals — prosecution under a universal jurisdiction model in the Seychelles, Mauritius and Kenya. But with each case comes new and unprecedented issues that need to be addressed. "There were about 50 novel issues involved in universal jurisdictions that were never tested," says Michael.

PILPG and Baker & McKenzie studied each of these issues, drafting documents and memos with insight on potential solutions. "There are now precedents that started out with one of our memos," Michael relates. "In fact, some of the

memos have even been cited in judicial opinions, which is unusual since courts — generally speaking — only cite law review articles or other court opinions."

A global impact

"Our work with PILPG allows us to operate at the very highest levels of our profession," says Bob of the many weighty matters that the Firm is involved in. Baker & McKenzie's contributions to these globally significant matters leave a definitive impression on clients, and keep its lawyers involved in the international community's most defining issues.

“If there's anything that gets lawyers attuned towards this, it's the relevancy of what we're doing. These are materials being used by people who desperately need to find peace, who desperately need to build lives that are worthwhile, who desperately need to have economies that support them and help them lead the kind of lives they want to lead. And because it is so relevant, it is very easy to get our lawyers to help out in any way they can.”

- Bob Deignan,
partner (Chicago)



The social impact of investment

Beyond Capital Fund (BCF) is an impact investor, a fund that promotes development in communities through smart and locally-focused investments. They address the lack of seed capital for social businesses and provide early stage financial investment, management aid, mentoring and advisory services.

Legal assistance, sound financial advice and comprehensive due diligence are all necessary to make sure each investment will flourish, and Baker & McKenzie gladly provides all possible support. We are among the resources BCF taps to ensure each investment positively impacts communities that vitally need financial support.

One such project is Koosongo, a social venture founded to combat the water crisis in Burkina Faso. Koosongo will not only provide safe filtration systems to the community, but provide work to locals who will construct the simple ceramic devices. Our support helps guarantee a fair system that benefits both the local manufacturers and the customers.

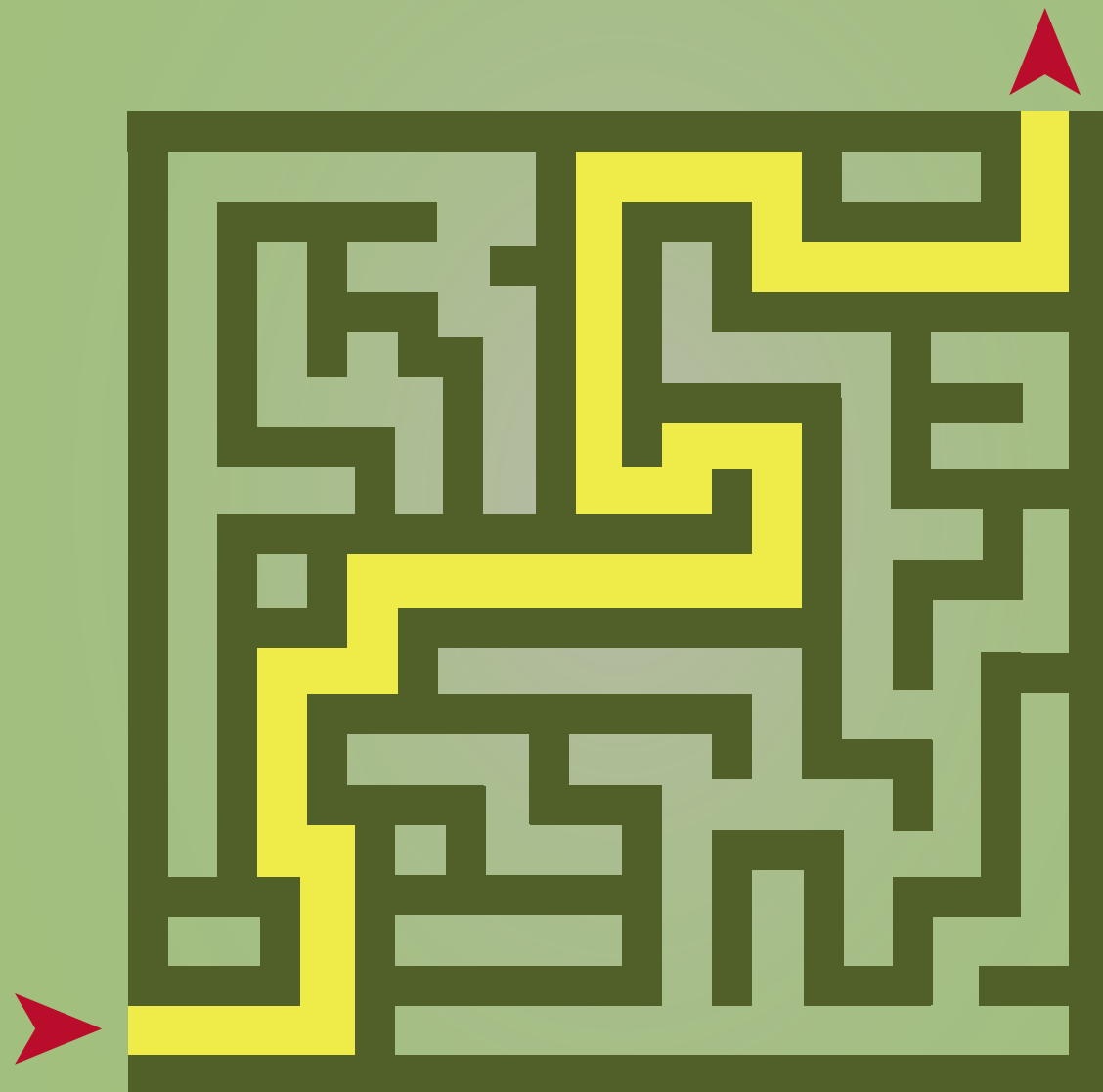


Enabling trade with USAID

The Vietnamese government has been trying to encourage foreign investors and bolster the economy. With substantial insight into the legal intricacies of trade and commerce, our offices in the country provide them with significant support: for over 12 years we have helped them enact legal reforms that have, in the World Bank's assessment, resulted in a historic reduction of poverty in Vietnam.

Our volunteer work focuses on macro-level technical legal assistance for the USAID Support Trade Acceleration Program (STAR). This long-term project helps the Vietnamese government adapt its legal system to the 2001 Bilateral Trade Agreement with the US, and Vietnam's 2007 WTO ascension. Aside from legal assistance, we are also devoted to the various committees that make up the Vietnam Business Forum, whose Manufacturing & Distribution Working Group is co-chaired by managing partner Fred Burke.

Whether escaping persecution or seeking a new country to call home, refugees and immigrants face many legal challenges — and our Firm is ready to help.



SECURING AVENUES FOR PASSAGE

Refugees can be held back by legal complexities in their search for safe havens. With Baker & McKenzie's help, UNHCR continues to ensure their liberties and lives remain protected.

Even in the pro bono sphere, Baker & McKenzie is no stranger to precedent-setting cases. In its long-standing relationship with the United Nations High Commissioner for Refugees (UNHCR), the Firm has provided litigation support in significant cases, before national and international courts, which have had important implications for the protection of refugees and asylum seekers worldwide.

Protecting the persecuted

Recently, the London office represented UNHCR in several high-profile cases before the UK Supreme Court, the highest court in the country. In one case, the court determined that gay, lesbian or bisexual asylum seekers could not be sent back to countries where they would face persecution due to their sexual orientation. In another, the court recognized the right to protection of those who claim asylum on the grounds of a risk of persecution due to their lack of political belief. In both cases the court agreed with UNHCR that it was no answer for the UK Government to say those asylum seekers could avoid persecution by,

respectively, hiding their sexuality or feigning allegiance to the incumbent regime.

A third case covered the grounds on which an asylum seeker could be excluded from seeking international protection under the 1951 Refugee Convention. The Court agreed with UNHCR that when considering if an asylum seeker had previously "been guilty of acts contrary to the purposes and principles of the United Nations," that test must be considered restrictively and applied with caution and that the exclusion was "only triggered in extreme circumstances by activity which attacks the very basis of the international communities' co-existence."

The London office also represented the UNHCR before the Court of Justice of the European Union in a seminal case concerning inter-State responsibility for examining asylum applications from third-country nationals.

Guiding government policy

The Firm's dispute resolution practice group in Hong Kong recently represented UNHCR in their intervention in a case

brought by three individuals before the Court of Final Appeal ("CFA"), Hong Kong's highest court. Hong Kong is not a signatory to the 1951 Refugee Convention and it has been their policy not to grant asylum. The government traditionally has not carried out its own Refugee Status Determination process, instead relying on UNHCR to make determinations. The case challenged this process, and the CFA ruled that the government could not simply rely on UNHCR determinations, and must assess each case independently and fairly.

The ruling was a major step forward for Hong Kong's refugee law and welcome news for individuals applying as refugees in the jurisdiction. The CFA acknowledged the Firm team, citing them as "public-spirited and generous as to donate their valuable services free of charge." UNHCR was likewise pleased and is now considering the implications of the judgment on their work in Hong Kong and elsewhere.



Defending the rights of immigrants

In *Padilla v. Kentucky*, the US Supreme Court ruled that defendants must be advised on the collateral consequences of a plea, including its effects on immigration. The National Immigrant Justice Center (NIJC) is one of the most active organizations to assure compliance with this ruling. At the NIJC, Baker & McKenzie supports a full-time Equal Justice Fellow who is dedicated to the issue and engages members of the Firm in the region in this work.

In 2012, the Firm co-counseled with the NIJC and the Stanford Law School Legal Clinic in *Chaidez v. U.S.* on the retroactivity of *Padilla*. Firm lawyers and summer associates contributed to a 50-state survey used to prepare for the oral argument. Another multi-office team led by the Washington, DC office is litigating a *Padilla* issue in an ongoing debate on its application. And in May of the same year, the US Supreme Court cited the Firm's amicus brief for a second time in their majority opinion on *Moncrieffe v. Holder*.

The Chicago office has also been representing a young mother who unknowingly accepted a plea that would result in her deportation. The Firm team raised money and coordinated with other offices across the network to ensure her safety upon release.



Advocating for asylum seekers' rights

Through the Offshore Asylum Seeker Project, Baker & McKenzie's Australia offices advocate for the judicial review rights of asylum seekers who do not have access to legal representation. The Firm collaborates with public law clearing houses, members of the bar, other law firms, law societies, and refugee support services across the country.

In 2012, Firm lawyers began representing a client who had fled Sri Lanka to escape political prosecution and was detained after illegally entering Australia. While judicial review proceedings were ongoing, the Minister for Immigration and Citizenship granted the client a temporary safe haven visa and bridging visa, releasing him from detention but subjecting him to new rules that prevented him from applying for a protection visa. The client applied for judicial review of the Minister's decision before the High Court but was unsuccessful. The Firm continues to help the client, appealing his case before the Federal Circuit Court.

As one of the fundamental rights of every individual, quality healthcare for all — regardless of economic status, disability or handicap — is a cause that we support.

The future of HEALTHCARE

Addressing privacy law issues in mobile health.

An estimated 48 million people have access to mobile phones despite having no electricity and landline internet. Mobile usage is skyrocketing around the world and its possible benefits are not just in communications. A promising field is the nascent mobile health or “mHealth,” the delivery of health care and information over mobile devices. According to the World Health Organization, mHealth has “the potential to transform the face of health service delivery across the globe.”

As exciting as this transformation promises to be, this new frontier also presents a unique set of risks. With privacy laws proving nonexistent in some countries, and inconsistent or even contradictory across others, patients can find their medical data misused, and healthcare service providers can be blindsided by issues in unfamiliar jurisdictions. With the many unprecedented complications that come with mHealth, many are reluctant to move ahead.

“In order for mHealth to reach scale, we have to build greater trust among the recipients of mHealth solutions in the privacy and security of their health data,” explains Patricia Mechael, Executive Director of the mHealth Alliance.

Facing this challenge head on, a team of in-house counsel at Merck and Baker & McKenzie attorneys joined the United Nations Foundation’s mHealth Alliance and the Thomson Reuters Foundation’s TrustLaw initiative to develop a first-of-its-kind report on privacy issues and security policies related to the use of mobile technologies in healthcare.

An international scope

With a wide-ranging global network, the Firm was able to provide cross-border support and legal guidance to the project. The team’s report, *Patient Privacy in a Mobile World: A Framework to Address Privacy Law Issues in Mobile Health*, covers a worldwide survey and analysis of policies, laws and standards that address mHealth-related privacy and security issues. Also included are case studies of seven economically and geographically diverse countries with start-up mHealth programs: Bangladesh, Chile, India, Nigeria, Peru, Tanzania and Uganda.

A framework at pace with modern technology

By examining existing privacy laws, the team was able to create a framework to guide future regulation in different areas, such as scope of coverage, notice and consent requirements, data minimization, data security, integrity and accessibility, data transfers, and enforcement and sanctions.

The report does not present a universal solution. Instead, it concludes that an evolving field like mHealth requires a much more fluid model, and any legislative reform must take into account each country’s cultural, technological and legal environment.

“Mobile health has the potential to improve health and well-being on a global scale,” adds Roy Birnbaum, counsel in Merck’s International Law department and coordinator of Merck’s international pro bono program. “This research provides important guidance as to how this can be achieved while still protecting patient privacy.”

For its pioneering contribution to increasing awareness of patient privacy in mHealth technology, this initiative was named by TrustLaw as 2012’s Collaboration of the Year.

“We are proud to be part of this effort to help protect the privacy of patient data and promote the delivery of quality healthcare in developing countries.”

— Michael Wagner,
Chair, Baker & McKenzie
Global Pharmaceutical &
Healthcare Industry Group



A step towards equal treatment

The United Nations Convention on the Rights of Persons with Disabilities aims to promote and protect the rights of people with disabilities, including ensuring their equal treatment under law. But implementation is still lacking across the globe.

In Peru, Estudio Echecopar took on a lead role to inspire legal reform in this area. The Firm provided pro bono support in drafting a comprehensive report on behalf of the Sociedad Peruana de Síndrome de Down (Peruvian Society for Down Syndrome), offering specific recommendations to improve the legal rights of people with Down syndrome. The report highlights how people with Down syndrome can better exercise and protect their legal capacities, as well as emphasizes the need for local laws to align with the Convention.

The report will be presented to Peruvian Congress in order to guide legislators and policymakers in making amendments necessary to implement the Convention.



Caring for the children

Children affected by serious illnesses and disabilities need specialized care as well as medical and financial support. In 2012, the Firm’s Prague office established a foundation specifically for that purpose. Advokáti dětem (Attorneys for Children) supports children with medical needs or disabilities and those in care homes throughout the Czech Republic.

Providing aid to individuals as well as government organizations, Advokáti dětem aims to help as many children as possible. The Prague office has brought together several companies to cooperate on the establishment and operation of the foundation to make a meaningful impact on the children’s lives. They have also established relationships with several non-governmental organizations who support disadvantaged children and provide donations to them, as well as to individual persons in need.

One such beneficiary is Linda, a six year old suffering from autism whose therapy has been covered by Attorneys for Children. “Linda is multi-handicapped and has psychomotor impairment,” says Linda’s mother, J.K. Hrabakova. “Hippo therapy was recommended by a neurologist and horseback riding has strongly beneficial effects. After the ride, she is cheerful, relaxed and happy. Please accept the thank you of a grateful mom.”

To help the most urgently in need, our Firm works with organizations who are first to respond — as well as those who help victims rebuild — in the aftermath of natural disasters.

shelter
BOX

“ I am amazed at all the excellent and necessary work being done by ShelterBox around the world. We were extremely honored to be able to assist them. We are also thankful to our client, IBM, for asking us to provide legal services to ShelterBox. ”

- Terrie Gleason,
partner (Washington, DC)

“ We are dedicated to making a meaningful impact on complex legal and social issues around the world, and ShelterBox's international relief efforts are in perfect alignment with that. We are thrilled to contribute to their very important effort. ”

- Angela Vigil,
Director of North America Pro Bono
and Community Service



GOING ABOVE & BEYOND

Not content with providing pro bono legal advice, Baker & McKenzie goes further for ShelterBox — and gets a little outside help along the way.

ShelterBox is an international disaster relief charity that delivers emergency shelter and aid worldwide. So when client IBM approached Baker & McKenzie to work with ShelterBox, the Firm jumped at the chance.

Firm lawyers have since advised ShelterBox in several areas: export control sanctions in Cuba, North Korea, and Syria with assignments covering Australia, Canada, the UK and the US; the applicability of Mexican import requirements on humanitarian imports; and the applicability of US and Canadian laws on protecting the organization's intellectual property. The Firm also assisted ShelterBox with its Canadian and global privacy policies as well as US and UK tax consequences of the movement of a board member.

As of July 31, 2013, more than 20 Firm attorneys have spent over 319 hours on working with ShelterBox.

Getting everyone involved

However, Baker & McKenzie did not stop there.

The Firm held Blue Jeans Days in 2012 and 2013, soliciting donations from lawyers, economists and staff who wished to wear jeans on specific days. And the children of Terrie Gleason, the lead partner on the ShelterBox pro bono team, held "Read-for-Shelter" read-a-thon fundraisers in 2012 and 2013. The children asked neighbors and friends to make a pledge for each page or minute they read — a total of nearly 250 hours and countless pages. Collectively, all three activities raised more than USD7,700.

Firm offices in Dallas, Miami and Washington, DC featured ShelterBox during Pro Bono Week in May and June 2013. The organization also attended a panel discussion in the DC office entitled "A Common Interest in International Development" in April 2013, with another awareness activity planned in the fall of 2013.

ShelterBox is also set to attend the annual conference of the International Compliance Professionals Association (ICPA) in March 2014 in Orlando. Apart from ensuring free attendance for ShelterBox, Terrie also arranged for the organization to receive a sizeable donation from ICPA.

Recognizing solid efforts

In February 2013, ShelterBox honored the Firm with a 2013 Corporate Partner Humanitarian Award at its annual conference in San Francisco. Baker & McKenzie was one of three companies recognized for its outstanding commitment to ShelterBox through funding, in-kind support, and employee engagement.

In addition, the Gleason family received the President's Gold Level Volunteer Service Award from ShelterBox in recognition for their fundraising efforts for the organization and other local charities. ShelterBox previously awarded them with a Certificate of Appreciation in December 2012.



Helping Japan get back on its feet

Japan continues to rebuild what was lost since the Great East Japan Earthquake in 2011. To assist the country, the State of Qatar established the Qatar Friendship Fund (QFF), a USD100 million donation supporting children's education, healthcare and fisheries.

Baker & McKenzie GJBJ Tokyo Aoyama Aoki Law Office (Gaikokuho Joint Enterprise) provided pro bono legal support to establish and manage the QFF. In April 2012, the QFF announced its first project: rebuilding a multifunctional fishery processing complex in Onagawa in the Miyagi prefecture for USD24.3 million.

In a separate initiative, the Tokyo office also teamed with client General Electric Company (GE) Japan on the Miyagi Project. In November 2012, volunteers from GE and the Firm spent a weekend rebuilding a greenhouse and constructing an outdoor cafe for residents in temporary housing. The project's success has spurred both organizations to again come together for another similar undertaking this year.



Certainty in crises

In agriculture-dependent Africa, extreme weather can devastate crops and threaten food security for vulnerable populations. To better manage the risk from unpredictable climate, the World Food Programme (WFP) and African Union (AU) developed the African Risk Capacity (ARC), an African-owned weather insurance pool and early response mechanism. ARC aims to improve responses to food shortages by giving governments swifter access to contingency funds and lowering costs of disaster relief and risk management.

In July 2012, Helmy, Hamza & Partners, our member firm in Egypt, helped the WFP get ARC up and running on a pro bono basis. Mohamed Ghannam and Shaimaa Eliaan from the Cairo office reviewed and amended the preliminary analysis prepared by a law firm in South Africa to better address country-specific concerns from the WFP. The project entailed setting up a specialized agency of the AU as a governance structure in Africa and an insurance or financial subsidiary to manage the coverage.



Photo ©ShelterBox

Working with our clients and among ourselves on worthy goals makes a big difference — when we work together, we achieve more for those in need.

Better TOGETHER

Collaborating with clients doesn't just entail traditional work, as Baker & McKenzie demonstrates when it teams up with Hewlett-Packard (HP) to support worthy causes around the world.

There's truth in the old adage, "Two heads are better than one." When HP and Baker & McKenzie join forces to assist disadvantaged groups and non-profit organizations in their local communities, they prove that corporate social responsibility is at its strongest when leaders in their respective fields come together.

Lending a hand

Lawyers from HP and the Firm's Chicago office are conducting joint "Senior Clinics" to advise senior citizens on issues such as drafting living wills and powers of attorney for property and healthcare. Each clinic begins with a training session for the lawyers, followed by a lunch and a visit to a senior center in the Chicago area.

Baker & McKenzie's Taipei office is doing something in a similar vein. They are working with HP's local counsel on a project involving legal education programs in a local senior citizens center. The program focuses on legal issues that are of concern to the seniors.

Meanwhile, pro bono counsel Anna McCann from Baker & McKenzie in Australia is coordinating with HP's in-house legal counsel to arrange weekly clinics at the local Homeless Persons' Legal Services. The clinics aim to deliver legal assistance to homeless people in the Sydney area.

Furthering a cause

And it's not just individuals who are being helped. International non-profit organizations are also benefitting from the team-ups between the Firm and HP.

Advocates for International Development (A4ID), a charity that encourages lawyers to help fight world poverty, approached the Firm for assistance with a high-level legal guide on the shipment of waste, which associates in our London office prepared along with HP.

HP and the Firm are also collaborating on a pro bono project for The NEXUS Institute (NEXUS), an independent international human rights research

and policy center that focuses on slavery and human trafficking, a crime affecting millions of victims across the globe.

Baker & McKenzie lawyers from Bogota, Buenos Aires, Chicago, Guadalajara, Lima, Mexico City, Palo Alto, San Francisco, Santiago and Sao Paulo offices are working with in-house counsel at HP in Palo Alto and Buenos Aires to evaluate the effectiveness of the Palermo Protocol, the main international instrument in fighting human trafficking. NEXUS aims to help states with law reform to hold traffickers liable and protect victims.

In addition, the team will be joined by several members of HP's Social and Environmental Responsibility (SER) Compliance Team in Palo Alto, who will interview anti-trafficking NGOs in Latin America in order to help NEXUS better understand how laws are being applied and impacting people on the ground.



Legal education

The lack of access to legal advice and insufficient information about relevant laws are common civic problems that are easily solved by organizations with the right resources. The Taipei office is one such team, dedicating their time and energy to resolving these issues in their community by working closely with clients' in-house counsel and lending their support to local groups.

One of their initiatives is providing scholarships to select law aid clubs that offer free legal service to those who need it. The support encourages students of these clubs to continue working, and the Firm also establishes meaningful connections with brilliant talents.

The team also collaborates with client Hewlett-Packard to provide free legal education for senior citizens, helping them gain valuable insight into significant issues and fundamental legal knowledge to better protect themselves.



Strength in numbers

Across Mexico, Baker & McKenzie offices are collaborating to better support social development initiatives in their local communities. Headed by a Pro Bono Committee, the offices in Mexico City, Monterrey, Guadalajara, Juarez and Tijuana are working together to promote a culture of public service as well as inspire volunteerism among employees and clients.

In FY12, the Mexico offices recorded more than 900 hours of collective pro bono work. Lawyers and administrative staff also participated in volunteer activities, including having each office hold four donation drives that benefited 12 organizations. And in the past three years, teams have organized 38 projects that have assisted charities such as 100 Corazones, MAYAMA, Pasitos, Endeavor, Con la Vista en Ti and Destellos de Luz.

From offering legal and financial aid to working with non-profits to build new homes, our Firm provides assistance to those in need of shelter.



HELP FOR THE HOMELESS

Through pro bono legal clinics, Baker & McKenzie offices in Australia are giving disadvantaged members of their local communities a chance at a better life.

According to Homelessness Australia, 1 in 200 people in the country — more than 105,000 men, women and children — are homeless on any given night. Baker & McKenzie offices in Australia have long recognized this issue and have been doing their part to help.

Genuine impact

The Sydney office regularly participates in the Homeless Persons' Legal Service (HPLS) program, run in partnership with the Public Interest Advocacy Centre and the Salvation Army. Firm lawyers run drop-in legal clinics at the Salvation Army premises every week for six months each year to provide free legal assistance to people who are homeless or at risk of homelessness.

Since HPLS began in 2005, the Firm has made a difference in the lives of hundreds of individuals. Victims of violent crimes such as sexual assault and domestic abuse have made claims for compensation. Those with fines and infringements have been able to secure driver's licenses and employment. And individuals unable to obtain housing in the public housing system have

overcome obstacles like mental illness and disability to find long-term, stable accommodation.

Worthwhile experience

The program is mutually beneficial — especially for the Firm's junior lawyers, who are given the responsibility and autonomy to run their own client matters while being guided by senior lawyers.

"HPLS is a phenomenal program, and I think that everyone should do it. It helps you with confidence; it helps you with picking the phone up and ringing clients, which can be really scary as a junior," says associate Sally Carr. "And it makes you become practical as well. It's not doing some esoteric research task that you don't even know where it's going to end up. These matters involve real-life issues and people that are relying on you to resolve those issues or advise them how to get to a better outcome."

The Firm's participation has even inspired in-house counsel from client Hewlett-Packard to take part beginning

August 2013. Its success has also spurred other offices to arrange similar pro bono projects.

Meanwhile, the Melbourne office has recently begun helping the North Melbourne Legal Service (NMLS) launch its Debt and Infringements Clinics. Firm lawyers attend the clinics every fortnight, providing free legal advice relating to debt and infringement to disadvantaged individuals in the Melbourne area.

“Baker & McKenzie has a consistently high standard in relation to their HPLS files, both in terms of substantive work undertaken for our clients as well as file management and organization. It really is very much appreciated, and I want to make sure that the HPLS team at Baker & McKenzie is aware that they are doing impressive work.”

- A senior solicitor at the HPLS Public Interest Advocacy Centre



Support for a sanctuary

Wong & Partners, our member firm in Malaysia, has taken their corporate social responsibility initiative a step further by directly involving clients. During their Annual Legal Conference, participants' registration fees were channeled into Positive Shelter Home (POSHE), a shelter for women and children living with HIV. The donations went a long way toward helping provide for the basic needs of the shelter. The delegates were also invited to make a donation in lieu of the administration fee, which resonated well with many of the clients — they appreciated the chance to support a worthy cause and saw the socially responsive side of the Firm.

It was the first attempt of Wong & Partners to incorporate a CSR element to a client event, and it has already inspired visiting partners and practice leaders to adopt the practice in their own jurisdictions.



A place to call home

For Colombia's poor, making ends meet is difficult enough — all the more so without a place to live in.

Un Techo para mi País (A Roof for My Country) is out to change that. The non-profit organization mobilizes volunteers to help fight extreme poverty in Latin America through transitional housing and social inclusion programs. To date, the organization has built houses for over 86,000 families in more than 19 countries.

Baker & McKenzie's Colombia office has joined the organization's campaign. In 2012, the office donated COP17,500 toward the construction of four houses for low-income families. Employees later made additional personal contributions amounting to COP10,500 to cover the rest of the costs. For two days, the staff — from messengers and secretaries to associates and partners — worked tirelessly alongside Un Techo volunteers and beneficiaries in constructing four of the houses.



Unable to fend for themselves, children and the youth are among the most vulnerable — this is why our Firm places importance in supporting programs for minors and orphans.



Baker & McKenzie, Starbucks Coffee Company and Columbia Legal Services help Washington's homeless youth get back on their feet.

What happens to a young person who has nowhere to go?

In Washington State, there are thousands of young people who have no place to call home. The reasons vary — they've aged out of foster care, been discharged from juvenile detention, run away from a dysfunctional family. With no access to family support, housing and work opportunities, homeless youth endure hunger, isolation, even danger and fear for their lives.

Spurred by the need to help these young people get their lives back on track, Baker & McKenzie, Starbucks Coffee Company and Columbia Legal Services teamed up to develop *The Homeless Youth Handbook — Legal Issues and Options*, a groundbreaking and comprehensive resource on the laws and issues affecting homeless youth in Washington.

Finding answers

One of the greatest obstacles homeless youth face is a lack of understanding of their legal rights and available options.

"Properly understanding the law can mean the difference between finding a place to live or ending up sleeping under a bridge, being assaulted, prostituted — or worse," says Casey Trupin, coordinating attorney for Columbia Legal Services' Children and Youth Project.

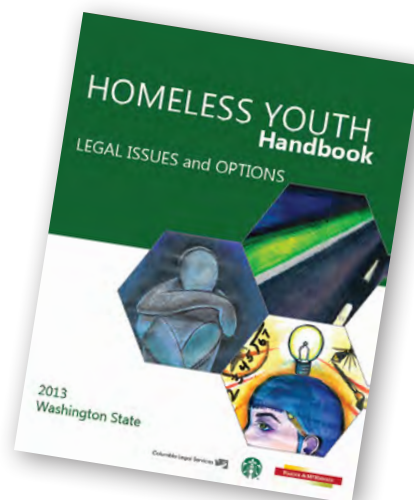
The handbook addresses this need by providing straightforward answers to often complex questions such as, "What happens when I age out of foster care and have nowhere to go?" and "What is the best way for me to determine if I can receive public benefits?"

A concerted effort

A team of over 100 professionals from Baker & McKenzie, the Starbucks Law & Corporate Affairs department and Columbia Legal Services' Children & Youth Project in Seattle collaborated with public interest legal experts to research, write and package the handbook. Led by professionals from Starbucks and Firm partners Dieter Schmitz (Chicago) and Angela Vigil (Miami), the team devoted more than 1,000 pro bono hours to developing the handbook.

As a result of this effort, homeless youth can easily find information on 18 topics ranging from safety and education, housing and employment to medical rights. Available online at homelessyouth.org and through a downloadable PDF, the handbook is accessible through mobile smartphones. Hard copies have also been distributed to schools, libraries and agencies throughout Washington to make information readily available to social workers, police, teachers, nurses and other professionals helping homeless youth.

"The law can have both positive and negative impacts in the lives of these youth," explains Lucy Helm, executive vice president, general counsel and secretary of Starbucks. "We hope this tool provides them and the adults who are working with them, with information and answers to assist in making their lives better."



A hand up for HOMELESS YOUTH



Helping China's orphans

Since March 2012, the Firm has provided quarterly donations and visits to the Beijing Chunmiao Children's Aid Foundation (formerly "China Little Flower"). The foundation focuses on extending specialized care to abandoned infants, nurturing the growth and education of older and disabled orphans, and delivering medical assistance to children of disadvantaged families. Volunteers from the Firm visit the orphanage to play games and read stories for the children as well as care for its infants. The Firm has also donated appliances — a refrigerator and two washing machines — to help the orphanage with its day-to-day activities.



Connecting with Chicago's children

For many children, the end of summer vacation means the end of fun and the return to routine. But for the kids at Gads Hill Center, it's a different story.

Gads Hill Center is a community center which serves families in Chicago's Pilsen, North Lawndale, Little Village and Back of Yards neighborhoods through learning support, educational enrichment, early childhood development and out-of-school care.

In August 2013, the Global Services team based in Chicago spent a fun-filled day of service with the children at Gads Hill Center. The kids were treated to food, games and face painting as well as new sets of school supplies to help get them ready and excited for the upcoming school year.



We help both adults and the youth find opportunities to better themselves, their families and their communities.

Upholding and protecting the legal rights of minors is one of Baker & McKenzie's pro bono priorities. In the US, the Firm has been focusing its efforts on children in foster care as well as on juvenile offenders — those most in need.

Baker & McKenzie has been championing the legal rights of children in the US for many years, helping ensure that they receive the protections and entitlements afforded by law. The Firm's work ranges from enabling access to basic needs for foster children to securing fair treatment of minors under the criminal justice system.

Acting on their behalf

Many children across North America languish in foster care, often without a say in where they will live, who will care for them, and what services they will have access to. To give them a chance at a better life, Baker & McKenzie has done extensive work on their behalf by dedicating over 600 hours of pro bono work in this particular area over the past year.

The Firm prepared an amicus brief in Georgia to challenge the barring of a child's access to a hearing where the termination of his relationship with his parents would be decided. Another brief in Washington argued the right to counsel for youth in child welfare proceedings. A third, in the 8th Circuit, challenged the assignment of funds for foster parents to care for foster youth.

The Firm has also represented individuals, including a case where partner Robert H. Moore (Miami) worked with a youth who had been in 60 placements within four years. Over time, Moore served not only as the boy's lawyer but also as mentor and confidante — and eventually helped him find a permanent home. Angela Vigil, the Firm's North America Director of Pro Bono and Community Service, argued the case that resulted in a pioneering state law that gives foster children a right to counsel and confidentiality with their lawyers.

Finally, Baker & McKenzie also works on helping children aging out of foster care access scholarships and state-funded higher education.

Seeking justice for children in adult jails

A Florida state law allows children who are charged with crime to be housed in pre-trial adult jails. Many children detained in these facilities have suffered abuses, including caging, isolation and pepper spraying.

Together with the Southern Poverty Law Center, a non-profit organization that works to bring justice to society's most vulnerable members, the Firm is counseling on a multifaceted civil rights lawsuit aimed at stopping the practice of detaining minors in adult facilities.

This is the first time the Firm has taken on a civil rights case of this size and scope. More than 25 lawyers have devoted hundreds of hours of pro bono work on the case, which went to trial the summer of 2013.

New hope for juvenile offenders

The US Supreme Court issued a historic ruling in the case of *Miller v. Alabama*. The court held that mandatory life without parole verdicts were unconstitutional for children convicted of homicide aged 17 years old or younger.

The decision was a vital step forward for children's rights and a life-changing decision for youth whose sentences did not take their age or other mitigating factors into account. Baker & McKenzie played a big part in the process, filing a unique amicus brief on behalf of families of murder victims.

The brief was a poignant collection of testimonials from people whose loved ones were killed by underage individuals, but who still advocate that these youth should not be sentenced to a life in prison. The stories were able to convince the court that children are uniquely capable of change and redemption, and should be given the chance to become a productive part of the community.



Another chance at life

Former inmates face social stigma that can be as disempowering as their time behind bars. To alleviate this, Baker & McKenzie.Wong & Leow collaborates with the Industrial & Services Cooperative Society Ltd (ISCOS) and Beyond Social Services (Beyond).

ISCOS is a founding member of the Community Action for the Rehabilitation of Ex-Offenders Network, which manages the Yellow Ribbon Project — an initiative that engages the community in the reintegration of ex-offenders and their families. Apart from supporting the organization's annual tuition bursary and mentoring program, the Singapore office also participates in annual events such as Children's Day and Family Day.

Meanwhile, Beyond seeks to curb delinquency among disadvantaged youth. One of its key programs is establishing communities that help educate and nurture at-risk children to help them break cycles of poverty and crime. Our Singapore office organizes outings and events for Beyond's beneficiaries two to three times each year.

MAKING THEIR VOICES HEARD

Our emphasis on helping the world's children makes us a natural fit with organizations advocating the same cause.



A LONGSTANDING PARTNERSHIP

Through practical and responsive pro bono service, Baker & McKenzie helps Save the Children International save more lives around the world.



In the face of poverty, political conflict and natural disasters, children are among the most vulnerable. As one of the world's largest children's charities, Save the Children International works to aid the world's marginalized children and secure their rights to food, shelter, healthcare, education and protection. In 2012, the organization helped some 125 million children in 120 countries through 30 member organizations worldwide.

Since 2001, Baker & McKenzie has been supporting the organization's mission to foster healthy and secure childhoods. Firm lawyers from at least 12 offices have been managing Save the

Children's trademark portfolio, helping the organization maintain the public recognition and contributor loyalty that are essential for the sustainable delivery of services.

Seamless pro bono support across borders

Over the years, the Firm's work for Save the Children has expanded into other areas of law, including employment, data protection and international programming strategy.

The Firm extended a helping hand when Save the Children undertook a major restructuring to streamline its global operations. Offering insights on local laws and regulations, the Firm helped the organization complete the restructuring as smoothly as possible.

For instance, lawyers in Hong Kong and Beijing recently advised Save the Children's legal counsel on local employment issues and documentation involved in effecting the transition to a country office in China. The Firm also advised Save the Children on employment law issues involved in the exits of directors from the organization's advocacy offices in Switzerland and Belgium.



In London, the Firm advised Save the Children on a pension project, as well as on data protection issues. And lawyers from Indonesia member firm Hadiputranto, Hadinoto & Partners advised the organization on its fundraising efforts in the country.

Doing more for children

By bringing their strengths in numerous areas of law, Firm lawyers help Save the Children improve the lives of more children. In its 2012 annual report, Save the Children names Baker & McKenzie among those "who have leveraged their core competence to achieve more in the world and gain valuable experience along the way."



Relief for UNICEF

The United Nations Children's Fund (UNICEF) is the driving force behind a worldwide movement to create a better and more nurturing world for children. Across the globe, UNICEF works with others to overcome poverty, disease, violence and discrimination — clearing a path for children to properly advance and grow.

The logistics of their operations are quite complicated and incredibly costly. Baker & McKenzie's Milan office is doing their best to alleviate legal costs for UNICEF so that the organization can move on to more important matters. A legal team headed by several attorneys from Milan provided much needed tax litigation advice to UNICEF. Thanks to their help, UNICEF was able to continue their work without the burden of tax difficulties.



For a brighter and greener future

Our Bangkok office has been at the forefront of a two-pronged initiative to improve education and preserve the environment, complemented by efforts from the Royal Thai Air Force and the Royal Thai Navy. The team has donated office furniture to schools and the Red Cross, helped in beach clean-up efforts, supported the preservation of turtles and mangrove trees and enhanced the quality of education by providing satellite learning and television sets to select schools. Additionally, they have engaged in relief efforts to uplift flood-afflicted provinces, recognizing a more active role was necessary.

Education can be a powerful tool in uplifting individuals and communities — and Baker & McKenzie acknowledges this through the initiatives that it supports.



Sometimes, it takes just one person to inspire a teenager to overcome his or her challenges. Volunteer mentors in Baker & McKenzie's Australia offices have been making a difference in teenagers' lives since 2002.

Adolescence is a confusing enough time. But for teenagers dealing with unstable home situations, learning or behavioral problems, finding support and guidance is a struggle. Unable to muster self-confidence, many teens lack the motivation to stay in school and end up dropping out.

Baker & McKenzie Australia lawyers and professional staff believe that encouragement, a guiding hand, and a nurturing environment where teens feel valued and respected can make a real difference in their lives. Through Lawyers Encouraging and Assisting Promising Students (LEAPS), a first-of-its-kind mentoring program launched in 2002, Firm volunteers extend support to teenagers at risk of disengaging from school by helping them build a structured, appropriate relationship with a role model.

Since 2008, the Firm has been partnering with Bank of America Merrill Lynch to reach out to 14-year-old Year 9 students from Chifley College in Mount Druitt, Sydney.

Setting a positive example

Every two weeks throughout the school year, student participants travel to

the Firm or bank offices to spend their lunch break at group mentoring sessions focusing on study habits, learning styles and goal setting. Students also spend half-day sessions "shadowing" their mentors at work and learning valuable lessons in tolerance, respect and empathy.

Inspiring others to make a difference

The program has made such a positive impact in the community that it received a number of regional and national awards, including the Australian Crime Prevention Award in 2005 and 2006. Following the program's initial success, other law firms and organizations in New South Wales have partnered with high schools to implement the program and help more students at risk.

And the benefits extend not just to students but to mentors as well. Senior associate Angela Cowan shares, "In helping [the students] overcome some of their own obstacles to progression, I also challenged some of my own... Even if you think you have nothing to offer — these kids will find something in you which inspires them."

“ In motivating the students to finish high school, mentors empower them to be more confident, commit to finishing high school and explore opportunities they may not have thought were available to them. ”



Investing in a community's future

Despite trudging down dirt roads and squeezing into makeshift classrooms, the students at Goa National High School remain eager to learn. Through Philippine Business for Social Progress, a corporate-led social development foundation, Global Services Manila (GSM) discovered the underfunded school and its promising students. This sparked a desire to extend long-term assistance that would help students maximize their potential and contribute to community development.

"[Visiting Goa] made me realize the urgency for action, so this generation of students may not be lost," says Joeri Timp, GSM Executive Director. "They will only be able to help themselves later if we help them today."

In 2012, GSM began by renovating the school's library and donating new reference materials — resulting in a threefold increase in student visits. And in June this year, GSM donated backpacks filled with school supplies. A computer lab and additional classrooms are among GSM's next projects for the school.



Building cultural bridges

Baker & McKenzie's work with the Liceu Opera House and Coral Antiga shows the Firm's recognition that the value of cultural prosperity is not limited to protecting and promoting tradition but also establishing links between two disparate cultures and people. Since 2012, the Barcelona and New York offices have advised the Liceu Opera House on establishing the US Foundation, whose aim is to create a firm cultural, social and economic partnership between the American people and Barcelona's Liceu Opera House. The Barcelona office has also advised the choir, Coral Antiga, one of the most prestigious and celebrated choirs in the country, on intellectual property protection in relation to the choir's new production.

Baker & McKenzie wholeheartedly believes that empowering women who are most in need contributes to the betterment of their families and communities.



Women for Women International (WfWI) began as a grassroots initiative in 1993, providing financial aid to women refugees in war-torn Sarajevo. Today, the organization has grown to provide job and life skills training and rights education to over 372,000 women across eight war-torn countries, helping empower them to lead the transformation of their lives, families and communities.

The Firm was one of the organization's first pro bono providers, serving a role similar to general counsel even as WfWI's organic growth led to restructuring and management changes.

"Baker & McKenzie has been a strategic partner in our institution building," says WfWI President and Chief Executive Officer Afshan Khan. "They have been instrumental in turning us into a strong, professional non-governmental organization."

Challenges — at home and abroad

Conflict in the countries that WfWI serves — Afghanistan, Bosnia & Herzegovina, the Democratic Republic of Congo, Iraq, Kosovo, Nigeria, Rwanda and South Sudan

— poses numerous security, logistic and even psychological challenges for its people. Back at home, WfWI continues to overcome organizational and regulatory hurdles as it evolves its governance structure to better respond to women in need.

"Our extensive history with WfWI puts us in a unique position," says partner Regine Corrado (Chicago). "As a constant, we've grown closer to the organization, its leaders and its strategic direction-setting."

Regine worked with WfWI on its restructuring, the first of many matters that Baker & McKenzie would handle. The Firm has since advised on numerous aspects of their operations, from employment policies, tax issues, and real estate concerns to managing their global trademark portfolio, updating the organization's by-laws, and identifying as well as training local counsel in the war-ravaged areas where WfWI operates.

Making incredible things happen

"Having the right legal counsel is critical for us, particularly given the difficult countries that we work in," says Carol Spahn, WfWI Senior Vice



President of Operations. "Working with Baker & McKenzie helps us make incredible things happen."

More recently, the Firm has worked with the organization on their newly-opened Women's Opportunity Center in Rwanda. Offering training courses and income-generating opportunities to women in the community, WfWI aims for the Center to be self-sustaining within five years. The Firm is advising on the potential implications of this — as well as of other social enterprising opportunities and possible tie-ins with other organizations — for the non-profit and its governance.

Baker & McKenzie has also begun working with WfWI's affiliate in the UK, as well as helping the organization as it looks to establish offices in Canada and Australia. Meanwhile, the Firm is assisting WfWI as it plans to bring its proven programs to more women as they pick up the pieces in the aftermath of conflict.

For over seven years, Baker & McKenzie has been helping Women for Women International to advance a noble cause — helping women survivors of war rebuild their lives and communities.



Photo ©Women for Women/Les Stone



Earning trust

The Firm supports the Thomson Reuters Foundation's Trust Women conference focused on "putting the rule of law behind women's rights." This year's conference, on whose advisory board the Firm served, placed a particular emphasis on human trafficking, how the Arab Spring has impacted women's rights in the region, gender-based violence, and maternal healthcare. Women from more than 20 countries attended including government leaders, filmmakers, investigative journalists, NGOs, healthcare providers, corporates, judges, prosecutors, police, and law firms.



Our Firm understands that organizations work best when people from different backgrounds and with multiple points of view are brought together.

Diversity has fueled the growth of Baker & McKenzie into what it is today — one of world's most diverse professional services organizations. We are committed to creating an environment that respects and values our people in our offices around the globe, enabling us to build strong partnerships and to better respond to the needs of our clients.

Stronger connections

Internal affinity groups in our North America offices are helping foster a deeper sense of belonging within the Firm, as well as more opportunities for personal development and candid dialogue.

In Chicago, our African-American Affinity group has been fostering networking opportunities for lawyers, developing an informal mentoring system and participating in focused recruiting events. Our Hispanic-American Affinity Group played a key role in helping us win the Double Eagle Award — for helping build stronger relations between the United States and

Mexico — from the Mexican Chamber of Commerce. Meanwhile, the office's Asian-American Affinity Group sponsored the 10th anniversary gala of the Asian American Bar Association.

In Washington, DC, the Minority Affinity Group provides our minority lawyers with an additional sense of community within the office. The Group looks for networking opportunities with others in the business community as well as for community service opportunities which allow our attorneys to give back to their communities.

Focusing on issues that matter

In London, our diversity program is built on the work of five focus groups that anyone from our Firm can join — BakerEthnicity, BakerLGBT, BakerWomen, BakerOpportunity and BakerBalance.

BakerEthnicity led the inclusion of an associate interview panel in the trainee and graduate recruitment process, as well as

the removal of names from trainee application forms. This and other BakerEthnicity recommendations helped the London office improve its Black and Ethnic Minority Graduate Recruitment statistics. And through the focus group, the office has also become an active member of various organizations, including ACDiversity, Race for Opportunity, Black Lawyers' Network, Pure Potential and MERLIN.

BakerLGBT encourages gender diversity, assists with recruitment, promotes business development opportunities and provides a platform to educate individuals on LGBT issues. On the other hand, BakerWomen helps ensure that women's concerns in the workplace are addressed as well as engages senior female clients in exploring gender issues. Meanwhile, BakerBalance supports the physical, mental and emotional needs of our staff. The group explores issues in parental support, health and well-being, disability and maintaining good work-life balance.

ADVOCATES OF

MOBILITY

To give promising students a head start, Baker & McKenzie gives them a peek into the inner workings of a global law firm.

The perception of law as an exclusive profession is being challenged across the United Kingdom. Over 80 UK law firms have signed up to the PRIME commitment — an initiative intent on breaking the cycle of unequal distribution of opportunity and ensuring that the most talented people from all backgrounds are given a fair chance to enter the profession.

Baker & McKenzie is committed to this initiative, hosting week-long work experience programs for bright young students from disadvantaged backgrounds. In addition to building links with schools in deprived areas of London, the Firm works closely with another organization committed to PRIME, the Social Mobility Foundation (SMF).

"The SMF works with high-achieving young people from low-income backgrounds with a view to mentoring them through school, university and into professional jobs in the UK," says

Steve Holmes, partner sponsor of the London office's social mobility focus group, BakerOpportunity. "We take a number of students who work for a week with us to understand more about the profession. We also introduce them to clients like Google so they understand what it's like to be a lawyer in a company."

Opening doors and forging new ties

The Firm's first PRIME program was in 2012, with 21 students participating in a combination of skill workshops and networking events, as well as getting a taste of the daily work done by a global firm. They also participated in a team challenge, coming up with a plan for the future use of the 2012 Olympic Park, which they presented to Google's in-house team during a visit to their London headquarters.

This year, the students were involved in a wider range of experiences, with even more departments in the office

participating and clients Ernst & Young and Juniper attending a networking lunch in addition to Google's continued commitment.

"It's all about breadth of experience and making sure that kids gain a good understanding of what you can do in the legal profession," says Steve.

Even after the week ends, mentors from Baker & McKenzie stay in touch with the students. Through social networking sites like Facebook and LinkedIn, they give advice about exams, university matters and more. The Firm also hosts follow-up events for the students and their parents. "The plan is to create long-term relationships with them to help fulfill their potential," says Steve.

One step ahead

"We need to have true diversity in the business," continues Steve. "You perform at your best when you have diversity among your staff and in your leadership."

This sentiment is not merely abstract but has been manifested in decisive action. The UK government has acknowledged the legal community for taking a lead on social mobility, recognizing their significant progress in diversifying the pool of would-be lawyers and helping the legal profession become a true reflection of the wider UK society. Law firms — such as Baker & McKenzie — are not just participating in the PRIME commitment but eagerly driving it forward.

“The students say that the nature of the work we do is so global — after just three days, 17-year-olds will draw that out as one of the key findings from the work experience.”

- Steve Holmes,
partner (London)

Baker & McKenzie continuously cultivates a workplace where our women can thrive — and we take pride in the many women who lead our Firm.

DEVELOPING FUTURE WOMEN LEADERS

As they climb the leadership ladder, women partners in the Firm's North America offices find support from the women who came before them.

As a law firm that thrives on diversity and inclusion, Baker & McKenzie supports programs that promote the professional advancement of women. In the US and Canada, the North America Women's Initiative (NAWI) helps prepare female partners for senior roles through a coaching program that connects them with the Firm's women leaders.

Terrie Gleason (Washington, DC) and Kimberly Rich (Dallas) were among the first pairs to join the program when it was launched in 2010. Both driven, hardworking lawyers and wives and mothers, they recognize the value of receiving coaching and support from another woman in a senior role.

"In the early days of my career, more than 25 years ago, it would have been wonderful for me to have participated in a female coaching program," says

Terrie, who is the first homegrown woman partner in the Washington, DC office and now chair of the Global Customs Practice Group.

Through the NAWI coaching program, Terrie guides Kimberly as she, in turn, moves up the leadership ladder.

A commitment to professional development

To meet participants' professional development needs, the program gives coaching pairs plenty of flexibility to set their own priorities and the frequency of their meetings. The only requirement is that they come from different offices to foster deeper inter-office collaboration.

Terrie and Kimberly conduct their coaching sessions at monthly conference calls, and they meet in person once or twice a year. Their

discussions focus on career and business development, work-life balance, and challenges Kimberly may be facing. They also look for opportunities to collaborate — such as through pro bono teaming with ShelterBox — and talk about ways to raise Kimberly's profile.

Passing a hand on

Both women agree that the coaching program would not work unless both participants commit to it. Their experiences have been so positive that they participate every year. And though she has the option to change coaches each year, Kimberly is in no hurry to do so.

"I think there's something to be said for continuity," Kimberly observes. "Terrie has a better understanding of what I do and what I need to do to advance."

“As I became more senior, I felt it was my responsibility to give back to other women.”

- Terrie Gleason,
partner, Washington, DC

“I hope to continue to do the program and eventually be in Terrie's position and help a woman partner climb the leadership ladder.”

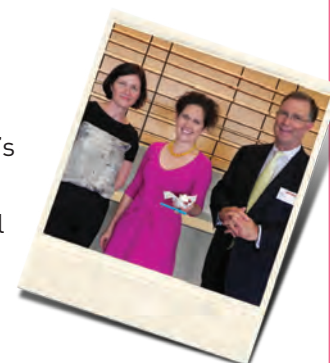
- Kimberly Rich,
partner, Dallas



Advancing women's roles in the workplace

Through their flagship diversity program, BakerWomen, Baker & McKenzie's Australia offices have been promoting the professional advancement of female talent to senior roles by connecting them with women role models. The program fosters engagement with women clients and other successful men and women from diverse organizations who share the Firm's drive to explore gender issues and identify new opportunities to develop women leaders.

One of the most successful initiatives under BakerWomen is the Kathleen Thornton Memorial Conversation, a series of events and speaking engagements. Launched to commemorate a senior associate who died of ovarian cancer, the events provide women an open and relaxed setting in which to share insights on career management, leadership, potential barriers to success, and other relevant issues.



Talent to the top: redefining the workplace in Amsterdam

In 2008, the Netherlands' *Talent naar de Top* (Talent to the Top) Foundation developed a charter to encourage employers to make a voluntary commitment to promote and retain women in leadership roles. Baker & McKenzie's Amsterdam office was an early supporter of the foundation's cause, pledging to increase the number of women in leadership positions — 26 percent by 2012 — in the same year.

Four years later, the Amsterdam office has surpassed that number by almost a third. The percentage of women in management positions was at 34 percent in 2012, prompting the Foundation to recognize Baker & McKenzie as a Diamond Partner for our success and commitment to the charter.



Continuous efforts for EQUALITY

Baker & McKenzie wholeheartedly supports our LGBT people.

Just a few decades ago, it was challenging for a lesbian, gay, bisexual or transgender (LGBT) person to work openly in most of the world's businesses. But slowly, and with much effort, the public perception of gender and sexual orientation began transforming.

"When I was being interviewed for partnership in this Firm in 1991, the idea of being open about my sexuality was unthinkable and, within Baker & McKenzie or any other employer, would have been seriously career limiting; indeed, I prudently invented a girlfriend!" reflects Harry Small, a partner in the London office and Chair of the Firm's Global LGBT Committee. "Now, however, the Firm is open and accepting to all sexualities. My husband and many other same-sex significant others are warmly welcomed at Firm social events, and lesbian, gay and bisexual staff play a full and open role in the life of Baker & McKenzie."

Opportunities to do their best

While LGBT rights have progressed, almost half of lesbian, gay, bisexual and transgender professionals are still closeted in the workplace because they fear discrimination and harassment.¹

This is why Baker & McKenzie has consciously cultivated an environment where individuals of

diverse sexual orientations, gender identities and expressions may succeed professionally. The Firm has a zero-tolerance approach to discrimination, provides training on LGBT issues, and promotes practices that ensure equal opportunity and benefits for LGBT persons and their significant others.

As a result of its efforts, the Firm has been named one of the most LGBT-friendly businesses in the UK by the Stonewall Workplace Equality Index; we are one of only two law firms to rank in the top 20. Baker & McKenzie also has been named by the Human Rights Campaign (HRC) as one of the "Best Places to Work" in the United States for LGBT equality, and the Firm has received a perfect score of 100 in the HRC Foundation Corporate Equality Index.

"All the work that others before us have done to advance LGBT rights is truly inspiring," says business development manager Jeff Kessler (Chicago), who has been a passionate member of Baker & McKenzie's Chicago LGBT Affinity Group since 2009.

A welcoming culture

A central focus of the Firm's efforts is ensuring equal opportunity for anyone to flourish within Baker & McKenzie. "This means not just tolerating, but welcoming different perspectives; and working

to overcome unconscious biases that have been ingrained in us by our upbringing," says professional support lawyer Liz Williams (London).

Another of the Firm's global programs is the Listening Ear scheme. The program is designed to provide support for individuals from others who share a common element of diversity — in this case sexual orientation. As Firm LGBT Role Models, Harry, Jeff, Liz and partners Don Hayden (Miami) and Harvey Lau (Shanghai) all actively participate in this program.

Harvey can vouch for the motivation such a support system provides. Head of the Banking & Finance Group in Shanghai, he credits his professional success to his mentors and tries to provide the same support to others. "Raising awareness of LGBT issues, promoting equality and offering help to those who need it — these are things we all need to do at every level of the Firm," says Harvey.

"To be 100 percent present, a person must feel comfortable enough to bring their whole self to work," adds legal secretary Glenn Silver (New York), who has worked for Baker & McKenzie since 2007 and has been a strong advocate of Firm diversity programs. "The firms that embrace all people — with no filters in place — will be the firms that attract the very best talent."

¹ Center for Talent Innovation



In service of SUSTAINABILITY

Around the world, our offices have taken steps to reduce our environmental impact.

As a firm that has been at the forefront of global climate change law, Baker & McKenzie is committed to making sustainable choices in how we do business. As responsible global citizens, we continue to develop and implement initiatives to reduce our environmental footprint. Here are just a few of the ways that we help protect the environment around the world.

Steady progress

Since 2007, our Australia offices have devised and deployed sustainability initiatives and programs, encouraging a reduction of environmental impact on their community. A formal Environmental Sustainability Policy is in place to imbed sustainability and environmental consciousness into everyday work practices.

The main objective is to reduce greenhouse gas, a goal that has been continuously met since 2007. Total emissions have been reduced by managing resources, offsetting all air travel in accordance with policies, purchasing 30 percent of power needs from sustainable sources, and relocating the Melbourne office to an environmentally sustainable building complete with a water treatment plant.

Our Australia offices also continue to actively contribute to improving the sustainability efforts of the Firm globally, sharing knowledge and resources with the Global Sustainability Committee.

Greening the office

Doing business responsibly is a major concern for the Firm and its clients. So when the Amsterdam office relocated in 2006, they incorporated this philosophy into the design of their new building. Dubbed "The Baker & McKenzie House," the new office features environmentally friendly technology such as energy-efficient cooling and heating systems, windows and lighting, and natural roofing insulation.

Moreover, the team implemented Project SWITCH, a large-scale digitization and streamlining of work processes that also reduced paper and ink consumption. "This client-driven approach is all about optimizing the services we provide," shares Lieselot Oosterkamp, the Managing Director of Baker & McKenzie Amsterdam. "There's an environmental benefit, too."

And it's not just the environment that has benefited from these practices. The office has also reduced costs and, more importantly, measured up to the modern standards of responsible business that are in demand today.

Easy and substantial changes

Our Madrid office has established efficiency policies and continues to look for better methods to reduce emissions. Simple things like redesigning the information system, asking people to reconsider printing emails or encouraging proper energy consumption are significant and fruitful changes. Other notable operations are Earplugs for Sara, a recycling campaign that aids children with degenerative diseases; and Go Green by Bike campaign, which gives free parking to employees who bike to the office.

Recently, the office also conducted an independent building energy efficiency audit. Everything was found compliant with levels established by common regulators. However, some measures were identified to optimize efficiency further, so a plan was drafted immediately and given to the government for execution.

Stepping up

Part of Baker & McKenzie London's CSR efforts includes nurturing an office-wide culture that promotes environmental protection and workplace sustainability.

The office's simple yet comprehensive environmental program has created compelling incentives for employees to

participate — and resulted in a nearly 80 percent recycling rate in September 2012. Apart from launching awareness campaigns coupled with the removal of all personal bins on select floors, the office has introduced waste composting facilities and biodegradable cutlery and food trays in its staff restaurant. Additionally, energy usage and costs have been reduced by the shift to LED bulbs in all lavatories and the audit of plant running times.

The London office is also aiming for the completion of a green roof within 2013.

New space, new policies

Moving to a new office in 2011 inspired the Firm team in Caracas to create a working environment mirroring their commitment to

nature. Sustainability and promoting an environmentally friendly culture were big considerations during the construction and design of the space. They also launched new initiatives to promote sustainable practices.

Paper usage was a main concern, so steps were taken to reduce printing and increase recycling. They engaged a major Venezuelan recycling company to handle paper recycling policies. The company has given workshops as well as provided guidelines for the team.

In addition, electronic waste has been targeted as another concern. The office has launched a program to safely dispose of and recycle used batteries in a manner that adheres to best practice guidelines established by Venezuelan NGO Recolets tus Pilas.





BUSINESSES FOR A BETTER WORLD

Baker & McKenzie in Canada is a key supporter of the United Nations Global Compact as it reaches another milestone in its commitment to ensure best business practices worldwide: opening its 101st local network in Canada.

“The launch of the Canadian Network is an important step that will bring together those in the business community to share best practices on how to operationalize these critical social responsibility principles. These issues are increasingly significant to Canadian companies, particularly in the extractive sector, as they expand business outside of Canada.”

- Kevin Coon,
managing partner (Toronto)

The United Nations Global Compact (UNGC) was launched in 2000 to highlight the importance of environmental and social responsibility in business and has become the world's largest corporate citizenship initiative.

This high-profile policy platform encourages companies to commit to and implement international standards in human rights, labor rights, anti-bribery and sustainability through a framework founded on 10 key principles. In countries where there are signatories to the Global Compact, the UNGC is aided by local networks which serve to promote awareness, advance its goals and coordinate with the UN.

And when it came to establishing a network in Canada, Baker & McKenzie's Toronto office seized the opportunity to help.

Setting up shop

Working with its Canadian secretariat, the team helped the UNGC set up a not-for-profit entity in the country. But apart from providing pro bono legal assistance, Baker & McKenzie is also helping the organization with the logistics of opening and running its physical office.

As host to the UNGC in Toronto, the Firm is providing the organization with a designated office and separate phone lines within our own office.

The office is also sharing facilities and resources, including bookkeeping support for member activity and other administrative services.

Principled practices

In June 2013, the UN launched its Canada network as its 101st. The event was attended by over 100 executives of UNGC signatories as well as representatives from the Canadian government, UN delegation in Canada, and civil society organizations.

With the Canadian Network in place, companies could now develop effective practices and solutions as part of a multilateral initiative, access the UN's global network and resources, and engage with peers across various sectors on applying UNGC principles.

Baker & McKenzie is steadfast in advancing environmental stewardship and sustainable development in our operations — and we help others to do the same.

Baker & McKenzie's Stockholm office bolsters the Firm's long-running commitment to sustainability with one big step: getting ISO-certified.

In June 2013, the Stockholm office was certified under the International Organisation for Standardisation (ISO)'s 14001:2004 environmental management system. The ISO 14001 maps out a specific framework that enables companies to operate in a more environmentally sustainable manner. As a recognized international standard, it is applicable to organizations in all sectors and industries. Receiving the certification shows a company's stakeholders that its environmental impact is continuously being measured and improved upon.

Driven by the Firm's commitment to social responsibility, environmental efforts leading up to the certification have been underway for some time. The Stockholm office began managing such issues in 2008, when the staff developed more concrete and long-term environmental initiatives. The office's programs are headed by an environmental committee and include measures such as buying organic food, segregating garbage and choosing eco-friendly modes of transportation. Recent efforts have intensified and included moving to LEED-certified offices located near public transportation.

"With this certification, we are taking the final step and committing ourselves to strive for continuous improvements in the environmental area and to constantly reduce our environmental impact," shares Sten Bauer, Managing Partner of Baker & McKenzie in Stockholm. "We are very pleased and proud to be one of the first law firms in Sweden to have been certified, and we hope that this will inspire more companies to take the same path."



Promoting sustainable choices

Although environmental concern is increasing, many remain unaware of sustainable options available to them. *Las Paginas Verdes*, an initiative of non-profit New Ventures Mexico, is helping people realize that responsible consumption is within reach. The organization's annual "green directory" compiles environment-friendly products and services, making them more accessible to households and businesses.

When Las Paginas Verdes sought to extend its reach beyond Mexico, it was our Bogota office that helped make it happen. Our team assisted the organization on a pro bono basis with incorporating an entity in Colombia as well as in completing the process that allowed it to operate locally.

Agreement templates were also drafted for the publication's "allies" — enterprises committed to environmental protection who would be listed in the directory. Our Bogota office is currently helping the organization negotiate an agreement with its first local ally: Juan Valdez Café, a Colombian company dedicated to sustainability in the coffee-growing industry.



A proven commitment

Starting environmental initiatives is one thing; sustaining them is another.

Baker & McKenzie Hong Kong, however, has proven its commitment to sustainability — and has been recognized for it for the fourth consecutive year. In 2012, the office was once again awarded the Hong Kong Wastewi\$e Class of Excellence at the Hong Kong Awards for Environmental Excellence. Established by the Hong Kong government, the Wastewi\$e award aims to encourage local businesses and organizations to reduce the amount of waste generated in their establishments as well as in the services and products they provide.

RECOGNIZED FOR OUR SERVICE

Over the past year, we have been honored to receive recognition for our efforts in pro bono, diversity and sustainability around the world.

2013 Outstanding Legal Advocacy Award

National Association of Counsel for Children, US

2012 Silver Social Enterprise Association Corporate Award

Social Collab Conference, Singapore

2013 Corporate Citizen Law Firm of the Year

ALB Japan Law Awards

2012 Employer of the Year

Most Effective Diversity Program in 2012

The Lawyer: Workplace & Diversity

One of the Best Law Firms for Women in the United States in 2012

Working Mother & Flex-Time Lawyers, US

2012 Best International Firm for Women in Business Law

2012 Best Firm for Minority Women Lawyers

2012 Best International Firm in Hong Kong

Euromoney Asia Women in Business, Asia Pacific

Consistently named Employer Choice for Women, 2010-2012

Australian Federal Government

LMG Women in Business Law Award, 2011-2013

IFLR/Euromoney, Peru

One of the Top 100 Law Firms for Diversity in 2008, 2009 and 2012

Among the Top 100 Firms for Women in 2008, 2009 and 2012

One of Top 50 Law Firms for Partners in 2009 and 2012

Among the Top 50 Law Firms for Associates, 2009 and 2012

Ranked 19th among the Top 50 Law Firms for Hispanic-Americans

Multicultural Law, US

Ranked 3rd in the Diversity League Table in 2012

Black Solicitors Network, UK

9th in the Workplace Equality Index, 2012-2013

9th in the Industry Table Leagues: Top Ten Private Sector Employers, 2013

Stonewall Top 100 Employers, UK

Named one of the Best Places to Work for LGBT Equality from 2011-2013

Human Rights Campaign

2012 Best International Firm for Work-Life Balance

Euromoney LMG Europe Women in Law Awards, Europe-wide

2012 Best Firm for Minority Women Lawyers

International Tax Review: Australasia

Wastewi\$e Label - Class of Excellence, 2009-2012

Hong Kong Awards for Environmental Excellence, Hong Kong