



**Baker  
McKenzie.**

# **Global Inclusion & Diversity Report**

2021



# Contents

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We continue to see inclusion and diversity at the forefront of conversation and consciousness — in our communities, in the media, and in our workplaces. As a Firm, we have progressed our strategy to promote diversity and embed inclusion — to continue to build upon a culture of respect, engagement and belonging, where inclusion and diversity are engrained in our matrix.

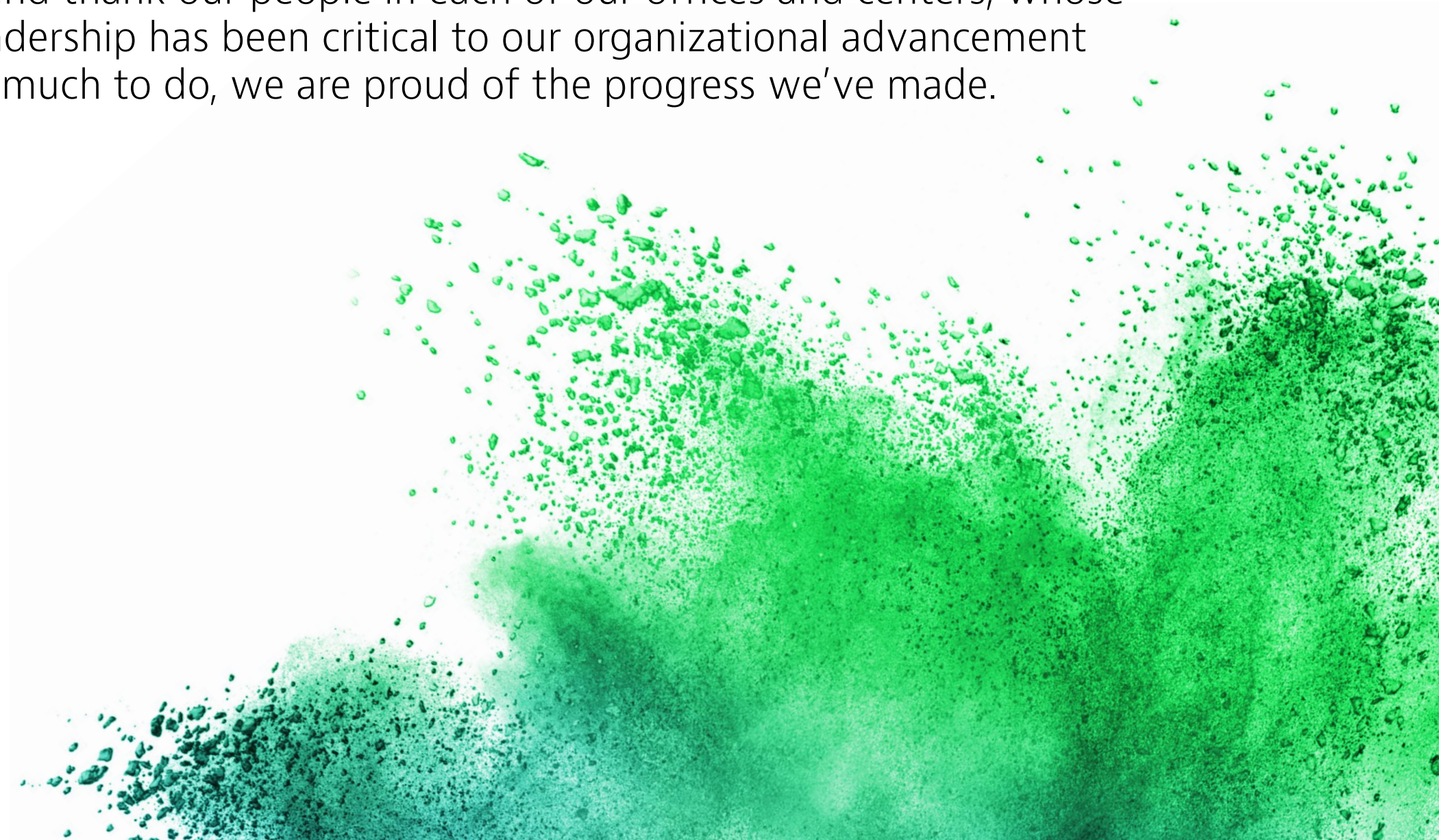
This report provides highlights of our inclusion and diversity work throughout the past year. While our virtual setting brought challenges, it also helped us to further break down geographic barriers and enabled us to engage and connect in new ways. We advanced many strategic priorities including furthering our global socio-economic diversity program; raising awareness on disability inclusion; promoting antiracism; advancing our gender aspirational targets; furthering LGBTQ+ inclusion; promoting mental health and wellbeing and sharpening our capabilities to meet increased engagement with our clients on I&D.

We acknowledge, recognize and thank our people in each of our offices and centers, whose participation, support and leadership has been critical to our organizational advancement of I&D. Although there is still much to do, we are proud of the progress we've made.



While we have many incredible I&D initiatives and programs, we do not stop there. We are outcome-driven, intensely focused on further driving inclusive representation at all levels, strengthening the experiences of our people, and working with our clients to advance our shared I&D goals.”

**Anna Brown**  
Chief Inclusion and Diversity Officer





“ I’m incredibly proud of the strong progress that we’ve made and continue to make on our inclusion and diversity journey over the past year, despite the many challenges posed by the pandemic. Now, more than ever, it is vital that we double down on our I&D commitments and ensure that we are living and breathing inclusivity in everything we do.

Looking ahead, there is still much work to be done to dismantle barriers to inclusion and diversity and promote equity. However, together, and as one global team, we remain focused on advancing and achieving our shared inclusion and diversity goals. As the original global law firm, our strength is our diversity and we understand the enormous value and benefit that brings to our people, our clients and our communities.”

**Milton Cheng**  
Global Chair



# Our Global Inclusion and Diversity Mission

The priority of our mission remains the same: **to advance an inclusive and diverse culture where all of our people flourish, contribute their ideas and skills to the business of the Firm and achieve a sense of meaningful wellbeing and purpose at work.** We strive to achieve this by channeling our focus on three key areas:



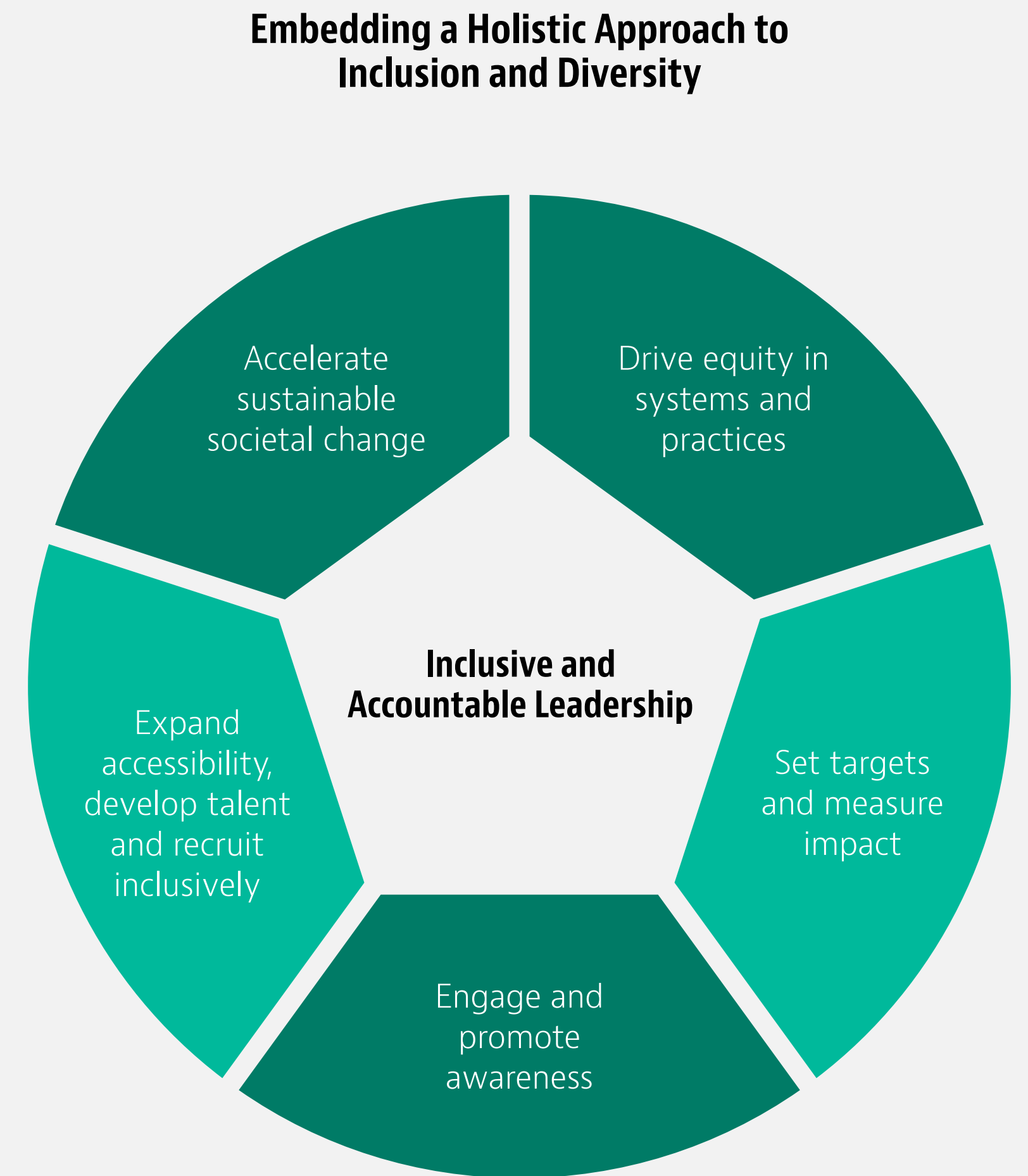
Our people



Our culture



Our clients and communities





# Look Back: Global I&D Initiative Highlights

Embedded **Global Gender Aspirational Targets** into key processes and communications and achieved gender balance on key Firm leadership committees

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The Global Task Force on Race & Ethnicity launched a **Racial and Ethnic Equity Leadership Toolkit and Scorecard** to promote leadership accountability for inclusive practices

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Launched our **Global Socio-Economic Diversity Program** to expand access and opportunity to individuals of all socio-economic backgrounds

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Promoted **Disability Inclusion** and became a signatory to the Valuable 500

Launched the **Wellbeing Principles** as part of The People Deal to support a work environment where everyone can succeed and thrive

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Strengthened our **Client I&D Initiative** with tools and resources to enhance the value we bring to clients

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Ensured I&D was top of mind throughout the **COVID-19 pandemic response** and advanced key sponsorship, mentorship and educational programs virtually

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Embedded **I&D Education** into ongoing Firm learning initiatives at all levels, to build and foster a culture of inclusion



# Our People



## OUR PEOPLE

# Development and Advancement of Diverse and Inclusive Leaders

## LIFT Sponsorship Program

A key building block to achieving our gender diversity goals is our Leaders Investing For Tomorrow (LIFT) sponsorship initiative for Baker McKenzie women. Launched in 2017, it continues to support Partners in progressing to senior leadership roles. 100+ women Partners, as well as 100+ senior sponsors, from our offices around the world have participated in LIFT since its launch.

Many LIFT alumni have since advanced to Firm leadership roles and serve as relationship leads for Firm clients.



This is a very, very important initiative. It truly will impact the Firm for many years to come.

**LIFT Sponsor Principal**

## INCLUSION Circles

Our Inclusion Circles provide a safe space for individuals to connect, learn and engage in mentor-led professional development discussions. Peers, together with a senior leader, collaboratively discuss ways to navigate challenges and develop their career objectives.



One-on-one mentoring is great, but the Circles give such richness to everyone's development. The mentoring happens in four ways: mentor to mentee, mentee to mentor, mentees to each other and the mentors to each other as well."

**Mentee**

## RISE Mentoring Program

Our RISE mentoring program is designed to advance the visibility and career development of mid to senior level women associates. Launched in the EMEA region, this program successfully expanded in 2021 to North America and Asia Pacific.

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## AFFILIATE Networks

Our affiliate networks, active in many offices globally, play an integral part in the Firm's inclusion efforts. The groups, which bring together affiliates and allies, serve to raise awareness, foster allyship, provide mentorship and offer opportunities for professional and business development.



## OUR PEOPLE

# Setting Targets and Measuring Impact

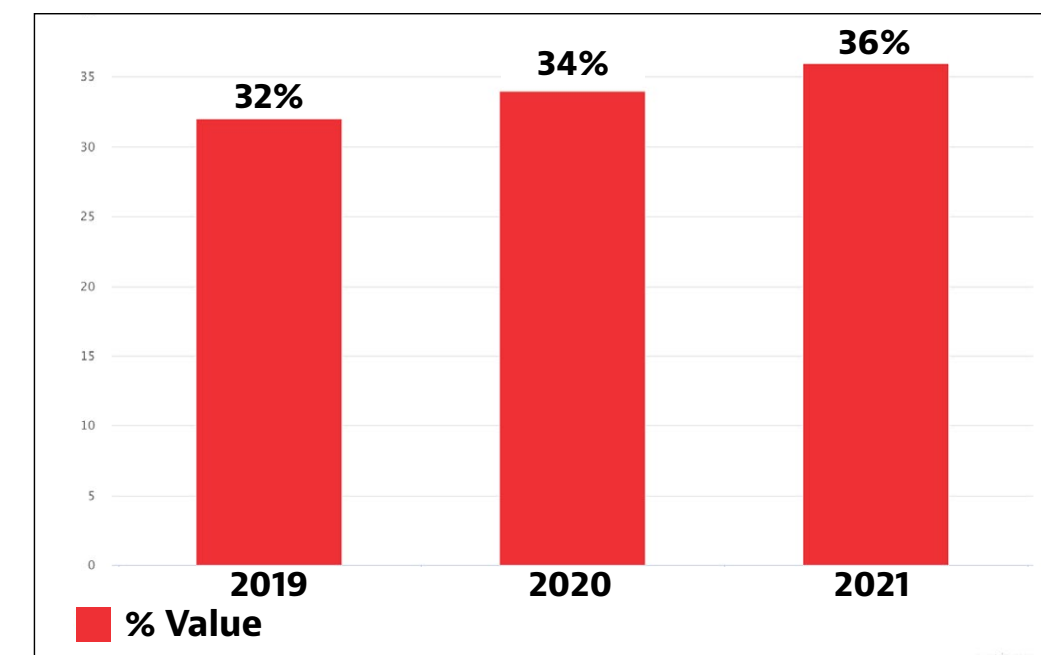
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**40**  
**20**

### Global Gender Aspirational Targets

We continue to make progress toward our 40-40-20 Gender Aspirational Targets (GATs), with increased gender balance in our global partner and leadership ranks. Efforts this year have focused on engaging stakeholders across the Firm and embedding the GATs into organizational processes and practices.

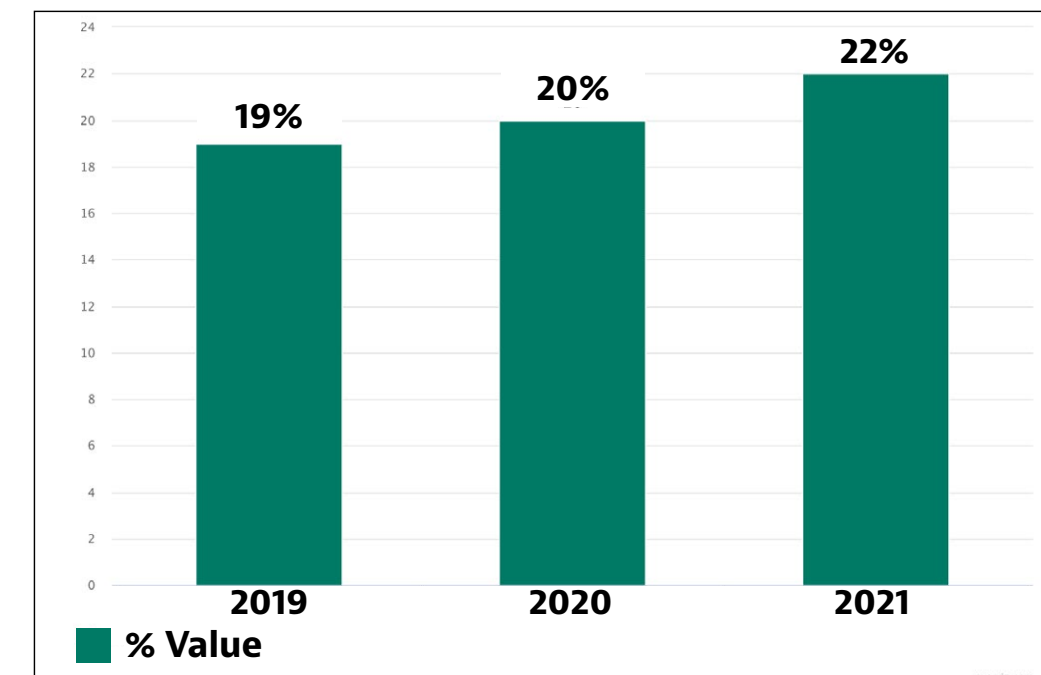
### Global Female Local Partners

Data as of 1 July 2021



### Global Female Principals

Data as of 1 July 2021



While we have more work to do, we are so proud of the progress we've made on gender equality. Women now comprise:

**42%** Global Practice Group Chairs

**40%** Global Industry Group Steering Committees

**53%** Global Professional Leadership Team, including Chief Executives and Global Directors

**39%** Client Service Directors



## OUR PEOPLE

Through our inclusive recruitment initiatives implemented around the world, we are proactively hiring diverse trainee and associate classes.

### 2021 US First Year Associates

**62%** Females **49%** Underrepresented racial and ethnic groups

### 2021 London Trainees

**71%** Females **50%** Increase in trainees from underrepresented racial and ethnic groups since 2019 - from 14% to 21%

# Standout Global Initiatives to Expand Access and Engage New Talent

Baker McKenzie launched the Paul Rawlinson Award this year to recognize those who are embedding a culture of socio-economic diversity in their offices and across the Firm. The award honors our late Chair Paul Rawlinson's commitment to increasing access to opportunities to everyone regardless of ethnicity, race, gender or socio-economic background.

The inaugural **Paul Rawlinson Award** recognized Associate Roberto Isibor and our **Milan** office for their work in developing **In-Formazione**, a first of its kind program in Italy that serves as a talent incubator for individuals with racial, ethnic and/or culturally diverse backgrounds. Roberto, a founding member of In-Formazione, has used his voice, experiences and knowledge to lead the way in championing young diverse talent, providing solid foundations for a path they may not have otherwise had. The program has so far provided 100+ hours of training to 40 participants. More than 20 Baker McKenzie lawyers have assisted in the training, as well as many of our clients.

The **Lima** office was also commended for their work with the **Idem Project**, which aims to increase equality of opportunity for higher education. The **London** office was commended for its support for the **Newham Collegiate Sixth Form Leadership Program** focused on empowering students with confidence and core industry skills to enable them to thrive in professional industries.

Beyond these programs, we are active around the world with other initiatives to engage talent and expand access. To promote greater participation of the Brazilian Black community in the legal field, our colleagues at Trench Rossi Watanabe in **Rio de Janeiro** co-founded the **Incluir Direito Project** which enables university students access to quality education, exposure and professional opportunities. Our **Houston** office partnered with **Street Law**, to provide young people from diverse communities with an opportunity to learn more about the legal industry and encourage them to consider pursuing a career in law. And in **Hong Kong**, we sponsor the **Well Dunk Public Housing Estate Basketball Program** supporting the development and education of students through regular sports training, competitions and mentoring.





# Our Culture



## OUR CULTURE

# Fostering a Culture of Inclusion

We continued our commitment to foster a culture of inclusion through:

### Building Awareness, Understanding and Engagement

- Colleagues from around the world shared their **personal stories** through a series of **Video Storytelling Campaigns** focused on LGBT+Allies stories, mental health and wellbeing, and the experiences of our Black community
- Colleagues in **Istanbul** launched a **Wellbeing awareness and engagement campaign**, which continued virtually throughout various lockdowns last year
- Our **Geneva** and **Zurich** offices launched a social media campaign for their **Pride celebrations**
- Our **Kuala Lumpur** office launched a book on **International Women's Day** chronicling the successes, struggles and progress made by women in the office, as well as their thoughts, fears and hopes for the future

### Strengthening Our Networks

- Our **EMEA Inclusion Champions** met quarterly to share effective practices and knowledge across the region
- The **Joint Asian Offices I&D Champions Network** was formed in 2020, encouraging sharing of diversity programs and engagement ideas across the region
- Our **Australian** offices' **Male Agents of Change** initiative supports our gender equity goals and ensures greater transparency around promotion, development and pay equity
- The **North America region strengthened cross-office connections** and drove inclusion through its active affiliate networks, including through the newly reinvigorated regional BakerPride+Allies, Baker Asian Lawyers, and Hispanic and Latinx lawyers groups, as well as our active regional Black Attorney Network Alliance and BakerWomen networks in all offices
- Advanced I&D strategy through our active **North America I&D Committee**, and worked to regionally promote and embed antiracism through the **North America Antiracism Task Force**

### Enhancing Our Policies and Practices

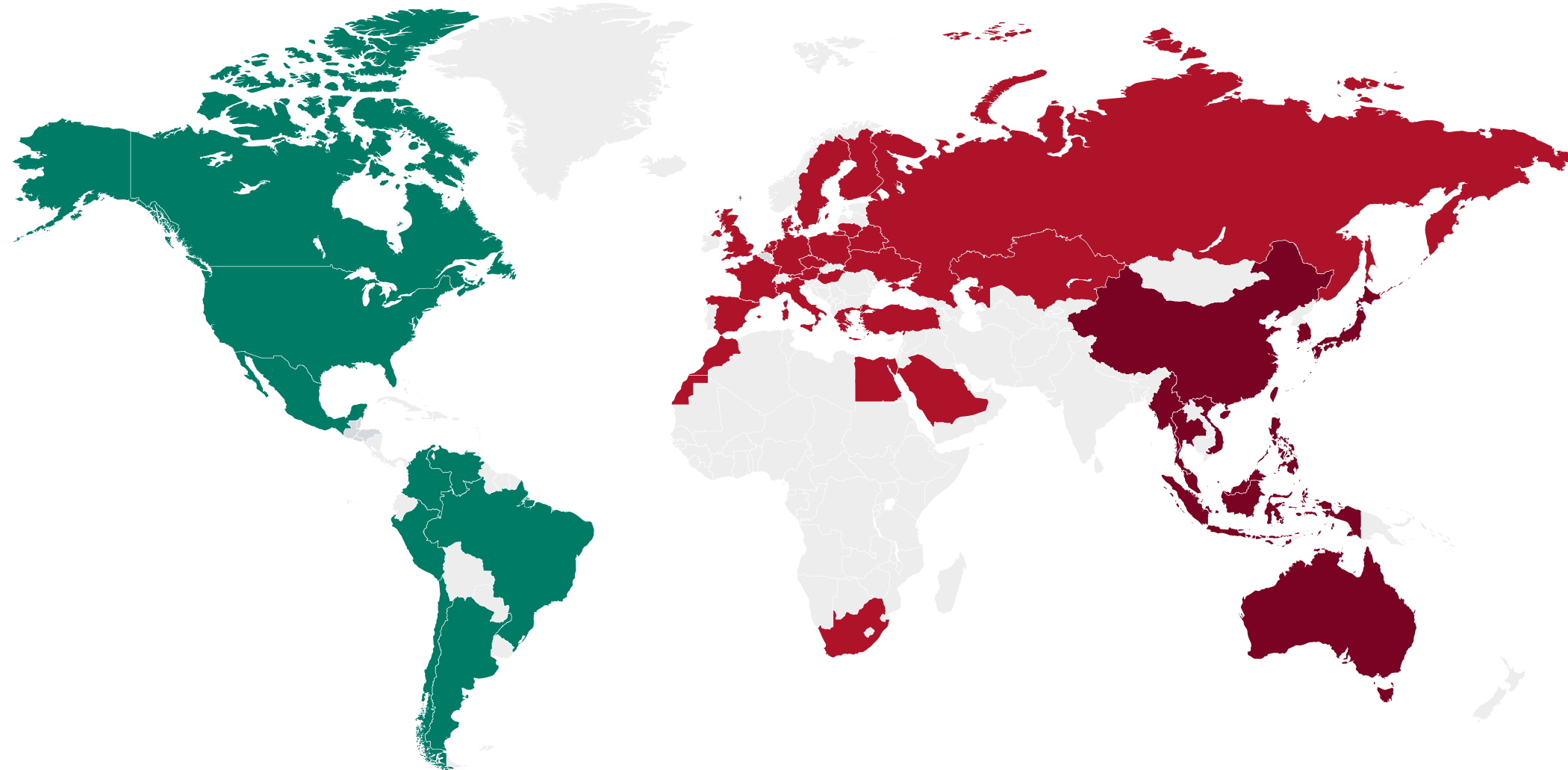
- Launched our global commitment to **Disability and Accessibility Inclusion**
- Updated our **Global Communication Standards** to incorporate gender-inclusive language, including pronouns, and empowered our Knowledge team to put into practice
- London office introduced **Return-ity**, an 18-month program to support our people and clients returning to work from an extended period of new parent leave
- **Juneteenth** was recognized as a permanent Firm holiday in **North America**
- Launched a **Global Position Statement on Domestic and Family Abuse** as pandemic lockdowns shined a light on the risks and impact of this



## OUR CULTURE

# Embedded Education

We delivered more than 100 educational discussions on inclusion and diversity throughout the past year. These programs, covering pertinent local, regional and global topics, are integral to our continual learning, understanding of and accountability for inclusion and diversity, and how we can all contribute to a workplace culture of belonging and friendship.



### Americas

- Dr. Kenji Yoshino addressed the phenomenon of “covering” in a presentation to regional leaders on **Uncovering Talent**
- Celebrated International Women’s Day in Latin America with discussions on **The role of men in promoting inclusion** and **Speaking the same language: The importance of having I&D policies**
- Hosted a series on **Race and the Law: How Race Impacts the Everyday Lives of Legal Professionals**, which focused on allyship
- Participated in the **American Bar Association 21-day Racial Equity Habit Building Challenge®** as part of our Black History Month celebration
- Featured client speakers in our I&D Speaker series **Courageous Conversations on Inclusive Leadership**
- Held a monthly series, **A Year of COVID: Taking Stock and Taking Steps**, led by a licensed clinical psychologist
- Celebrated Black artists and entrepreneurs in a Black History Month program titled **Honor, Remember and Inspire: A Virtual Toast to Black Creativity**
- Hosted a **Women’s History Month Discussion on Intersectionality** addressing the interconnections between social categories
- Our Baker Asian Lawyers Network led an impactful panel discussion on the **Immigrant Experience, Race and Professional Life**

### EMEA

- Professor Erin Meyer, author of the Culture Map, presented to our EMEA leaders on **Decoding how people think, lead and get things done across cultures**
- Social Justice Strategist Lovelyn Nwadeyi delivered a session to the region on **Racial Literacy and Microaggressions in the Workplace** examining how to have meaningful conversations about race
- Hosted a discussion in collaboration with clients marking LGBT+ History Month, **Her Story, His Story, Their Story**, where we celebrated the diversity of the LGBT+ community
- Discussed impact of the past year and the work still needed to advance equality, understanding and allyship at a session titled **Black Lives Still Matter: Where Are We Now?**
- Hosted a discussion titled **Asians Speak Out: Exposing the Myth of the Model Minority** exploring the varying experience of those in Asian communities
- For Black History Month in London, hosted a series of discussions focused on building an understanding of others’ perspectives, celebrating Black British modern game changes, and exploring **Acceptable Blackness in Business: Fact or Fiction**
- In recognition of International Women’s Day, hosted a panel discussion titled **Will COVID-19 Set Gender Equality Back by a Generation** which explored how the COVID-19 crisis has impacted gender inequalities and progression and representation at work

### Asia Pacific

- Senior leaders from across Asia Pacific hosted the first regional LGBT+ panel for the region on **The Importance of Allyship**
- To support lawyers and business professionals throughout the pandemic, our Asia Pacific offices launched **Wellbeing Wednesdays** to share practical and helpful tips for supporting mental health, building resilience and emotional strength. More than 400 participants attended in the last quarter from across the region
- In Tokyo, to drive inclusion in the remote working environment, hosted a virtual **Client Event for Working Parents** to share experiences and tips
- To acknowledge International Day of People with Disabilities, held an education session titled **Not All Disabilities are Visible** across the region
- Baker McKenzie was the Asia Pacific co-host of the **Global Rights for Women Now** virtual fundraising event, calling for action from 220+ attendees
- Joined by clients for an interactive workshop on **Creating Inclusive Leadership Habits** at our Asia Pacific Regional Meeting





# Our Clients and Communities

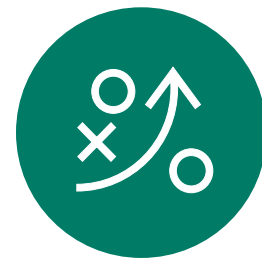


## OUR CLIENTS AND COMMUNITIES

# Working Together to Accelerate Inclusion

We view inclusion and diversity as a business imperative, and seek to engage with our clients to drive inclusion and diversity both within our Firm and in the broader legal community. Diverse teams make innovation possible, provide us greater insight into client needs and lead to better performance and outcomes.

**200+** I&D survey responses



Innovative teaming with clients and communities focused on mentorship and skill building

**700+** Client participants in 2021 monthly virtual I&D Learning Series



Sophisticated technology and tools to enable data analysis to impact change

## Collaboration with Clients Around the World

We hosted a range of compelling seminars focused on I&D in collaboration with our clients. A snapshot:

- Launched our **Inclusion and Diversity 2021 Virtual Series** in **EMEA**, drawing more than 700 client attendees. Using the power of personal stories, this popular monthly webinar series explored, challenged and celebrated the many aspects of inclusion and diversity.
- Many of our worldwide offices celebrated **International Women's Month**. Members of our **Kuala Lumpur, Singapore and Hong Kong** offices jointly hosted a client webinar on developing inclusive leadership skills, and in **North America** we hosted **Alicia Garza**, the co-creator of Black Lives Matter, for a discussion on the Purpose of Power. In **Latin America**, our practitioners delivered a client webinar focused on resilience in COVID times, with participants from **Mexico, Argentina, Spain** and others around the world.
- Our **Asia Pacific Client Roundtable**, facilitated by The Women's Network **Hong Kong** and our AP Inclusion & Diversity team, discussed the impacts of COVID-19 on inclusion and diversity.
- In collaboration with Quest, a global leadership institute for early career women, associates from our **Germany, Austria** and **Switzerland** offices joined clients for two events themed "Explore and Own" and "Unleash and Repay."



## OUR CLIENTS AND COMMUNITIES

# Committed to Sustainable Societal Change

Global Chair Milton Cheng joined more than 70 CEOs in signing **Catalyst's CEOs Champion for Change**, pledging to champion women, including women of color, into senior leadership positions.

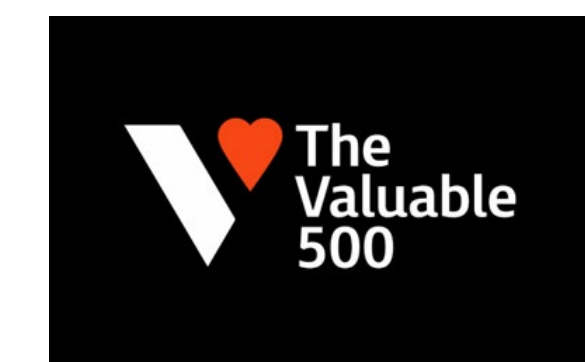
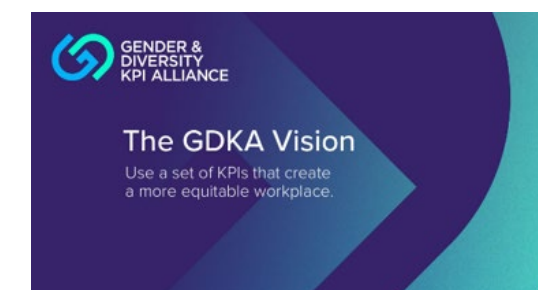
Baker McKenzie is among the 50+ initial members of the **Gender and Diversity KPI Alliance**, supporting the adoption and use of a set of key performance indicators to measure gender and diversity.

Global Chair Milton Cheng joined CEOs across the globe in becoming a signatory to the **Valuable 500**, committing to put disability on the Firm's leadership agenda and pledging to improve the accessibility of our communication platforms.

Baker McKenzie joined a total of 50 law firms in committing to take on at least one **Do Something Hard** action as part of the 2021 **Inclusion Blueprint**, a collaborative project between Diversity Lab and CHIPs to ensure that historically underrepresented lawyers have fair and equal access to quality work, influential sponsors and clients, and other opportunities.

Baker McKenzie earned a **Mansfield Rule Plus certification** from Diversity Lab, joining 100+ other major law firms in an affirmative commitment to inclusive recruitment and promotion practices.

We promote our commitment to I&D as signatories to impactful compacts:





## OUR CLIENTS AND COMMUNITIES

# Partnering for Inclusion and Diversity

We are proud to collaborate with these and many other outstanding organizations around the world to further our I&D mission within Baker McKenzie, in our industry and in our communities.

- 30% Club
- Advance - Gender Equality in Business
- Aequales
- Alliance for Equality of Blind Canadians
- American Bar Association Office of Diversity and Inclusion
- Aspiring Solicitors
- Business Disability Forum
- Business in the Community
- Catalyst
- Charting Your Own Course
- City Solicitor Horizons
- Corporate Counsel Women of Color
- Diversity Lab
- Employers Network for Equality and Inclusion
- Forward Foundation
- Gender and Diversity KPI Alliance
- Hispanic National Bar Association
- Hong Kong Gay and Lesbian Attorneys Network
- Human Rights Campaign
- Institute for Inclusion in the Legal Profession
- Lambda Legal
- Law Firm Antiracism Alliance
- Leadership Council on Legal Diversity
- Leonard Cheshire Disability Foundation Philippines
- LGBT and Allies Network
- Minority Corporate Counsel Association
- MyPlus Disability Recruiting
- National Asian Pacific American Bar Association
- National Black Law Students Association
- National Business Association of Colombia
- National Queer Asian Pacific Islander Alliance
- Out Leadership
- Social Mobility Foundation
- Stonewall
- Street Law
- The Women's Foundation
- Women in Connection
- Workplace Pride





# Accolades

**American Bar Association Litigation Section** - Diversity Leadership Award to North America CEO

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**Chicago Committee on Minorities in Large Law Firms** - Award for Commitment and Investment

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**Disability Confident** - Level 2 Accreditation in London

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**Euromoney Asian Women in Business Law Awards** - Winner of Best Gender Diversity Initiative by an International Firm and Best International Law Firm for Talent Management

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**Euromoney European Women in Business Law Awards** - Winner of Best International Firm for Women in Business Law and Best International Firm for Gender Diversity

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**Human Rights Campaign Equidad MX** - Listed in Best Places to Work for LGBT Equality in Mexico (3 years)

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**Human Rights Campaign Foundation** - 100% on Corporate Equality Index (12 years)

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**Mansfield Plus Certification** - The Diversity Lab (3 years)

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**Seramount Top 50 Best Law Firms for Women** - Listed in Best Law Firms For Women (13 years)

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**South African Workplace Equality Index** - Best Rated Law Firm for LGBT+ Inclusion

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**Stonewall** - Global Trans Inclusion Award

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**Stonewall** - Top Global Employers

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**Workplace Gender Equality Agency** - Employer of Choice for Gender Equality Citation in Australia





# Looking Forward...

As we move forward, we continue our efforts to promote diversity, dismantle barriers to inclusion and promote equity. The pandemic has reinforced and accelerated our efforts, and we will continue to evolve.

We are working to continually advance and deepen our goal to positively impact the day to day experiences of our people. Among other initiatives, we will be focused on improving access for individuals with disabilities; investing in socio-economic diversity; progressing LGBT+ equality; advancing racial and ethnic inclusion and representation; achieving our gender targets and promoting mental health and wellbeing. We will also remain focused on engaging with our clients and our communities to advance shared inclusion and diversity goals.

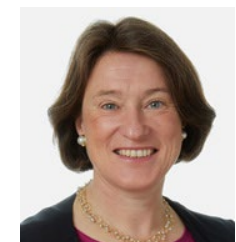
As always, we encourage you to share your ideas or feedback. For our people, our clients and our communities, it is integral that all of our voices are heard and that we collaborate in this crucial work.



# Inclusion and Diversity Contacts

Our Global Inclusion and Diversity Committee is Chaired by a member of the Firm's Executive Committee and comprised of senior leaders from all regions. The committee proactively drives the Firm's inclusion and diversity strategy, innovates global policies, ensures leadership accountability and monitors progress through regular meetings and measurements. Kirsty Wilson, David Palumbo and Jay Connolly joined the GIDC in October 2021 replacing Constanze Ulmer-Eilfort, Barbara Klementz and Peter May. We thank Constanze, Barbara and Peter for their leadership and contributions.

## Global Inclusion and Diversity Committee



**Kirsty Wilson**  
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As a demonstration of our global commitment to inclusion, equity and diversity, we have I&D expertise and team members in each of our regions. Our Global I&D team works in close collaboration with Firm leaders and I&D champions around the world to bring our I&D strategy to life and ensure inclusion and diversity are prioritized across all Firm activities.

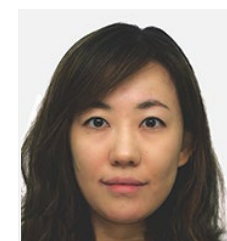
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## **Baker McKenzie helps clients overcome the challenges of competing in the global economy.**

We solve complex legal problems across borders and practice areas. Our unique culture, developed over 70 years, enables our 13,000 people to understand local markets and navigate multiple jurisdictions, working together as trusted colleagues and friends to instill confidence in our clients.

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