



**Baker  
McKenzie.**

# **Inclusion, Diversity & Equity**

## Annual Report 2022

OCTOBER 2022

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**Milton Cheng**  
Global Chair

As the original global law firm with a presence in 45 different locations across the world, we are leaders on global inclusion, diversity and equity (ID&E).

Over the past year we have worked to **multiply our impact** through ID&E: creating better experiences for our people, better outcomes for our clients and sustainable change in our industry.

By being intentional, purposeful and consistent, we have been able to develop habits that sustain focus and deepen organizational progress on ID&E. We have gone beyond developing an ID&E program to embedding a change culture, where ID&E is woven across the fabric of the Firm and a key factor in how we do business.

This report highlights some of the ways in which we have advanced our goals, including through our continuing focus on developing a culture of mentoring and sponsorship, creating opportunity and access, and amplifying impact through education and collaboration.

We have a lot more to do, yet I am proud of the progress we've been making and excited for our continued journey.



**I am incredibly proud of the progress that we have made on our inclusion, diversity and equity journey. We strive to live our values by embedding ID&E into all we do.**

**Looking ahead, we remain resolute and committed to advancing ID&E for the benefit of our people, our clients and our communities and know that the greatest impact will be had when we collaborate together in an environment where we can all be our authentic and best selves.**

**Milton Cheng**  
Global Chair

# What Sets Us Apart

Our approach to ID&E focuses on:

## Leadership

We lead on ID&E, and where we go others follow. Our dedication and commitment comes from the top and it is also lived by our people, who champion ID&E efforts across the globe.

## Accountability

We focus on accountability for ID&E action at both a Firm level and through individual responsibility. We are passionate about progress, and regularly measure status against our industry leading ID&E targets.

## Humility

We approach ID&E with humility. While we continuously refine, innovate and build on best practices, we know we don't have all the answers and there is more to be done. We achieve more and multiply our impact when we collaborate with others.

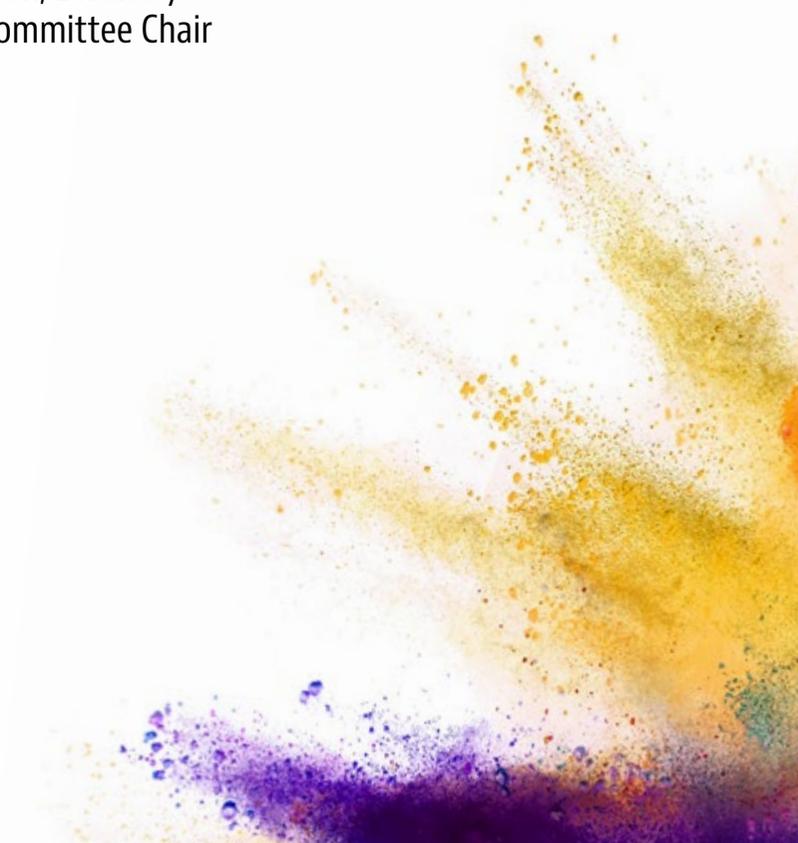


**Inclusion, diversity and equity are critical to our Firm strategy.**

**Focusing on ID&E makes us stronger, drives innovation and is key to our sustainable business.**

**Kirsty Wilson**

Global Inclusion, Diversity and Equity Committee Chair



The background features a faint, light-colored globe centered in the upper left. The right side of the image is dominated by a vibrant, multi-colored splash of paint or ink, with hues of yellow, orange, red, purple, and blue. The overall effect is dynamic and artistic.

**Creating Better Experiences  
for Our People**

# Strengthening Connections, Embedding Inclusion

Our aim is to advance an inclusive culture where all of our people flourish, contribute their ideas and achieve a sense of meaningful wellbeing and purpose at work.

We have broadened the conversation from inclusion and diversity to highlight the concept of equity. Equality is when everybody gets the same. Equity is when everybody gets what they need. Baker McKenzie is focused on making sure everyone has what they need to succeed and recognizes that could be different for each person.



Our North Star, the thing we are aligned to, is to create connected communities across our 33 countries in Europe, Africa and the Middle East to bring the region together and establish a common understanding of what we all mean by ID&E. When we have a common understanding people feel safe and secure and are then empowered to act.

**Fatima Choudhury**  
Director of ID&E, EMEA



Over the past few years we have had increasing interest and engagement in ID&E in Asia Pacific. We are focused on ensuring that we are developing an authentic perspective on ID&E that resonates deeply with our people, is meaningful to them and fits with their local cultural context.

**Matthew Jones**  
Senior Manager of ID&E, Asia Pacific



## CREATING BETTER EXPERIENCES FOR OUR PEOPLE

# Impact Through Sponsorship and Mentorship

Baker McKenzie's goal is to embed a culture of sponsorship and mentorship for all. Among other efforts, the following initiatives focus on ensuring members of historically underrepresented groups have access to sponsorship, mentorship and career development opportunities.

## bCONNECTED Networks

**bConnected** was launched this year to support and mentor lawyers from underrepresented racial and ethnic groups in North America. The unique, 12-month program pairs mid-level associates of color with senior Partner advocates.



I have appreciated working with my Advocate to get involved in substantively significant work, to ensure I have the necessary skills and experiences to progress.

**2022 bConnected Participant**

## LIFT Sponsorship Program

**Leaders Investing in Tomorrow (LIFT)** is a global sponsorship initiative to support the progression of women to senior leadership roles. 80%+ of LIFT participants have moved into leadership roles during or after the program.



The program was absolutely amazing... I appreciate the fact that you can tell that the Firm is buying into the program, and that it is dedicated to its success and our success. Just having those senior leaders in the room made it clear that this is important to the Firm.

**2022 LIFT Participant**

## RISE Mentorship Program

175+ rising female lawyers gained enhanced visibility and career guidance through the **RISE** mentorship program, which expanded from EMEA to Asia Pacific and the Americas this year.



Being able to share experiences, stories and tips with other senior women within the Asia Pacific region was invaluable.

**2022 RISE Participant**

## LAWYERS OF COLOR Conference



Our 2022 **Lawyers of Color conference** brought together 140+ of our US and Canada lawyers of color, along with Firm leadership, clients and other senior leaders, for two days of meaningful discussion.

The conference helped forge lasting connections among our lawyers of color community, empowering participants with knowledge and providing access to leadership.

Building from important discussions at the conference, the Firm will continue to take action toward disrupting inequities, dismantling structural racism and equitably supporting the growth and career progression of our people.

## INCLUSION Circles

Our **Inclusion Circles** encourage dialogue and explore challenges and opportunities related to development and progression. We have multiple circles running across the EMEA region, including circles focused on women and ethnically underrepresented groups.

## INDUSTRY AND CLIENT Mentorship Initiatives

Our lawyers around the world participate in industry and client mentorship initiatives. In North America, we participate in the **Leadership Council on Legal Diversity (LCLD) Fellows** and **Pathfinders programs**, designed to develop the legal industry's emerging leaders.

CREATING BETTER EXPERIENCES FOR OUR PEOPLE

# Impact Through Setting Targets and Measuring Progress

Setting targets enables us to track and measure progress, clarifies goals to which we align behaviors, builds accountability and enables us to operationalize change.

To meet our goal of gender equality at our most senior ranks, we were the first global law firm to adopt global Gender Aspirational Targets (GATs) of 40:40:20 gender diversity by July 2025. The targets represent 40% women, 40% men and 20% flexible (women, men or non-binary persons), and apply to partners, senior business professionals, Firm committee leadership and candidate pools for senior roles.

## Operationalizing Gender Equity | Bringing the GATS to Life



Since adoption in 2019, the GATs have been critical to progressing our global strategy. We have been advancing equity through improving access to real time data, evolving our talent development practices, educating senior leaders, breaking down barriers, expanding sponsorship and mentorship initiatives and introducing new policies.

With more inclusive and diverse leadership teams our teams are more innovative, our decisions are more sound and our client relationships are more robust. While we still have more to do, the GATs have already made a notable impact across the Firm.



## Achieved **40-40-20** Targets on all Global Standing Committees

Our Global Executive Committee has exceeded this target, achieving gender parity in 2022.

### Global Women Local Partners

**33%** → **35%**  
in July 2019      in July 2022

**30** offices had an increased percentage of women **Principals**

### Global Women Principals

**19%** → **24%**  
in July 2019      in July 2022

**47%** of **Global Industry Group Steering Committee** members are women as of July 2022

## CREATING BETTER EXPERIENCES FOR OUR PEOPLE

### RACE AND ETHNICITY TARGETS

To further advance the racial and ethnic diversity of our leadership, our US and Canada offices adopted targets for underrepresented racial and ethnic groups to comprise 15% of Principals, 20% of Local Partners and 15% of leadership by 2025.

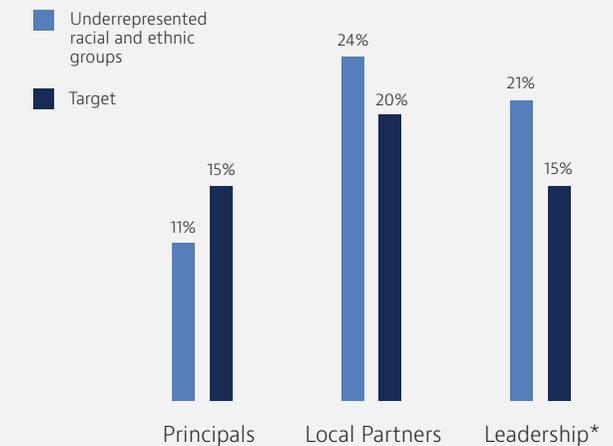
Similarly, our London office adopted targets for 14% Black, Asian and other ethnic minority group representation at every level by 2025.

### US LOCAL PARTNERS FROM UNDERREPRESENTED RACIAL AND ETHNIC GROUPS

**18%** → **24%**  
 1 July 2019                      1 July 2022

### PROGRESS AGAINST TARGETS

As of 1 July 2022 | United States only



\* US members of the North America Regional Council, Talent Management Financial Management and Compensation Committees

### STONEWALL TOP EMPLOYER



We also benchmark our progress with external rankings and surveys and were pleased to receive a **Gold Award** in Stonewall's Global Workplace Equality Index of Top Global

Employers for LGBTQ+ people. This award was given in recognition of our continued global commitment to LGBTQ+ inclusion in the workplace. Stonewall's Top Global Employers is the definitive list showcasing the best multinational employers for LGBTQ+ people.



Dedicated ID&E champion **Loke-Khoo Tan** was named one of only **four Stonewall Global Changemakers of the Year** for his exceptional work on advancing global LGBTQ+ workplace equality.

## CREATING BETTER EXPERIENCES FOR OUR PEOPLE

# Impact Through Education

We multiply our impact by embedding ID&E education throughout the Firm. Over the past year, we have hosted more than 100 educational programs and discussions, providing safe and impactful forums for sharing, listening, questions and learning.

## Disability Inclusion

We were pleased to host disability inclusion activist **Caroline Casey, founder of the Valuable 500**, at the Firm's Annual Meeting, where she joined partners and clients to speak about removing barriers to participation in the workplace.

Aligned with our Global Disability Inclusion and Accessibility initiative, we also launched a new **Assistive Technology Tools** microsite to enhance learning, working and daily living for our people with disabilities across the globe.

## #BreakTheBias

We celebrated **International Women's Day** with coordinated events and discussions around the globe, with the theme of #BreakTheBias.

## Racial Equity Challenge

In North America, 600+ colleagues participated in the 2022 **Baker McKenzie Racial Equity Challenge**, which included three weeks of daily short learnings that examined aspects of race, racism and the intersection of race and other marginalized identities. This important program, spearheaded by the North America Inclusion and Diversity Committee, deepened participants' understanding of race, power, privilege, supremacy and leadership.

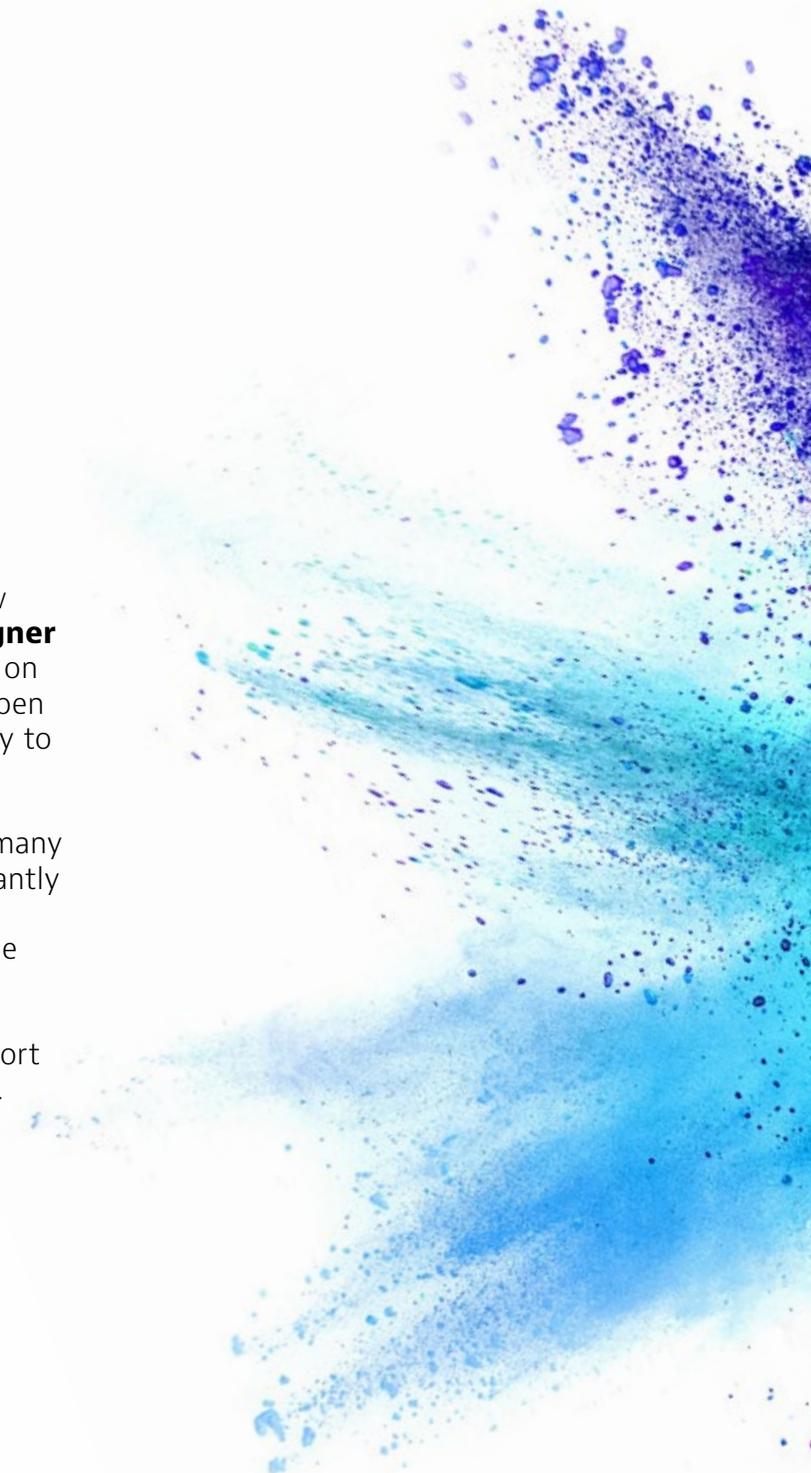
## LGBTQ+ Inclusion

We marked **International Day Against Homophobia, Transphobia and Biphobia** with a workshop focused on worldwide trans and non-binary experiences.

## Prioritizing Wellbeing

Best-selling author, comedian and now **prominent mental health campaigner Ruby Wax** addressed the global Firm on the importance of forming safe and open communities in the workplace as a way to build resilience and ensure wellbeing.

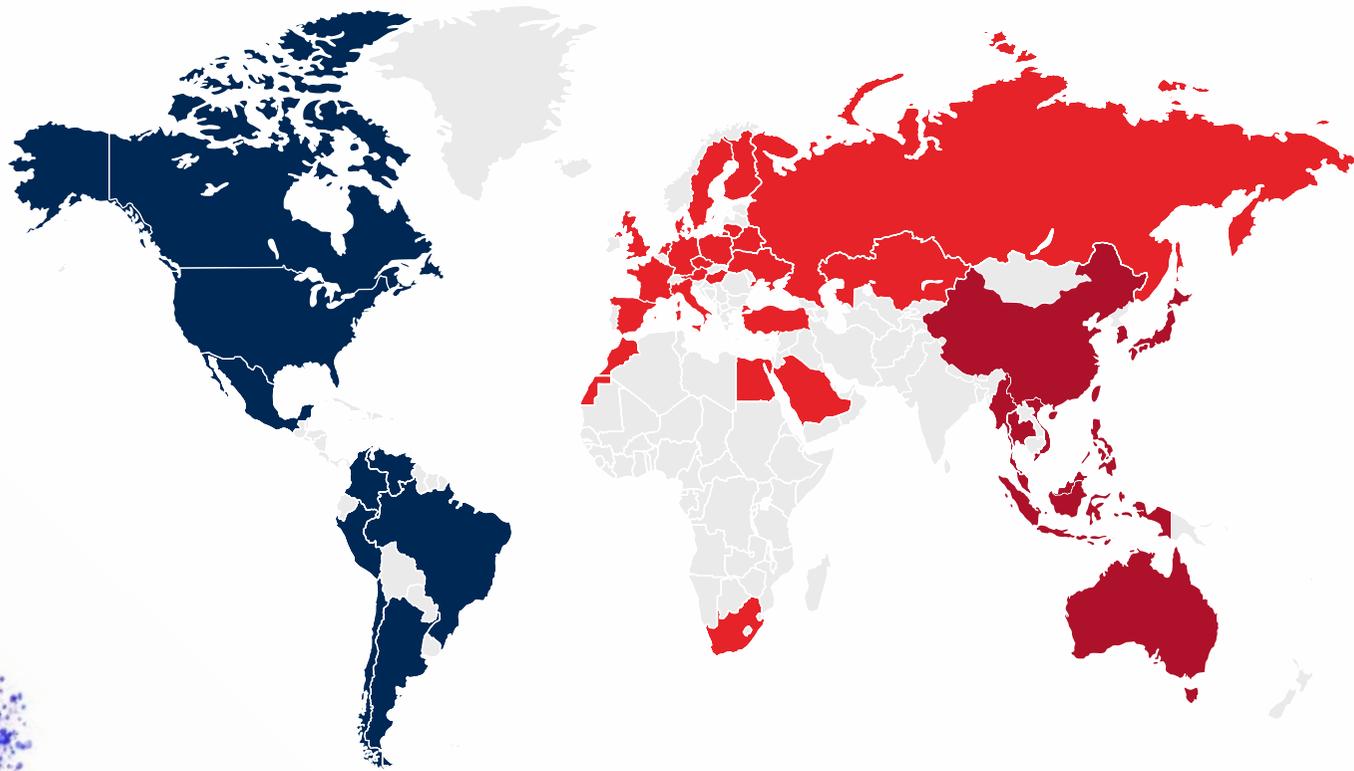
Across our Asia Pacific offices, where many of our people continued to be significantly impacted by the COVID-19 pandemic, we held sessions examining ID&E in the context of continued uncertainty and remote work and continued our "Wellbeing Wednesday" series to support mental health and emotional strength.



## CREATING BETTER EXPERIENCES FOR OUR PEOPLE

# Education Around the World

Through educational programming covering local and global topics, we increased understanding and built accountability for ID&E around the globe.



## Americas

- Engaged our North America Regional Council for an **Allyship and Antiracism Workshop** to learn frameworks and tools to be effective allies, and to combat racism.
- Explored the importance of taking action against antisemitism, extremism and bigotry in **It Could Happen Here**, a virtual discussion with Anti-Defamation League CEO and National Director Jonathan Greenblatt.
- Presented a virtual **Juneteenth Musical Journey** featuring Professor of Ethnomusicology Dr. Frederica Hadley, who discussed the history of the holiday and the impact of African American culture on multiple genres of music.
- Celebrated Pride Month in a session with lawyer and activist Tamara Adrián, the first transgender and lesbian member of the Venezuelan National Assembly; who joined us to discuss **Trans Rights in Latin America**.
- Hosted a **Women's History Month Panel in Mexico** to discuss the ways leaders can get involved to advance gender equality.
- Organized a client event in Argentina and Peru focused on **How Leaders Can Take the ID&E Journey from Insight to Impact**.

## EMEA

- Launched **Bringing Inclusion to Life**, a series to establish a common understanding of ID&E across the region. As part of the series, leadership and diversity expert Dr. Doyin Atewologun explored topics including **The myth of meritocracy and Why is culture important?**
- Presented a first-of-its-kind client conference in Dubai, **A Vision for Diversity and Workplace Inclusion**, to address ID&E barriers and opportunities facing businesses in the Middle East region.
- Hosted a Spanish language webinar **Sensibilización de LGTBIA** which featured a guest speaker from the trans community, Nurkia Gibaja Yábar, and provided concrete examples for effective allyship.
- **Hosted 16 virtual sessions** as part of our 2021-2022 **ID&E Virtual Series for clients** and colleagues. A recent session titled **Unpacking the Invisible Knapsack** focused on privilege, how we recognize when we have it and how we advocate for those who do not.
- Held a virtual region-wide **EMEA Pride Discussion**, which included perspectives from a panel of lawyers from Istanbul, Madrid, Johannesburg and London. The session marked our first EMEA event with a fully openly LGBT+ panel and moderator.

## Asia Pacific

- Hosted a regional session on **Mental Health Measures in the Workplace - How to Stay Connected While Working Remotely** led by industrial physician Dr. Watanabe, Director of the Akasaka Medical Center.
- Explored how confidence is affected by apologies and unconscious biases in **Forget the Apologies and Learn How to Lead with Confidence**, a regional webinar hosted by the Australian BakerWomen group, which featured sociologist Professor Maja.
- Engaged regional Asia Pacific leaders in an **Inclusive Leadership Workshop** that discussed how to lead inclusively and adapt according to personal style and purpose.
- Held regional webinar focused on **Supporting LGBT+ Employees in the Workplace**, with a focus on how different cultures approach this topic, and the importance of allyship.
- Educated our Tokyo office practitioners on **Unconscious Bias** to help develop more inclusive decision-making and behavior.
- Engaged clients and colleagues for a series of online seminars on **Quiet Leadership** with author Megumi Miki, where she challenged existing perceptions of effective leadership qualities.

The background is an abstract composition of colorful splatters and gradients. It features a mix of light blue, cyan, and white on the left side, transitioning into deeper blues and purples in the center, and finally into warm yellow and orange tones on the right. The overall effect is dynamic and artistic, with a textured, almost watercolor-like quality.

# **Collaborating with Clients**

## COLLABORATING WITH CLIENTS

# Teaming to Multiply Impact

We are in the business of solving complex issues for clients. Providing the best solutions means drawing from the many voices and innovative ideas of individuals with a range of identities and life experiences.

We proactively multiply impact with our clients by partnering on our ID&E journeys and collaborating to accelerate change. Over the past year we have teamed with many clients on shared ID&E goals, from joint mentoring and sponsorship programs to educational seminars and networking.



**Many clients see us as a leader in advancing global ID&E. We partner with our clients around the world and are also a resource for them, adding strategic value through our engagement on inclusion and diversity.**

### Joyce Smith

Member, Firm Executive Committee and Global Inclusion, Equity & Diversity Committee

### Joint Mentoring

We collaborate with clients through joint mentoring such as through the **30% Club**, which matches women to mentors from other organizations, with a goal of strengthening necessary pipelines to achieve parity of women in leadership and board roles. Baker McKenzie colleagues have participated as both mentors and mentees with the 30% Club.



Through this mentorship program, I learned how to become more solutions-focused and to trust in my contributions as a woman of color. My mentor helped me to expand my views on leadership and navigate real time business issues with clarity and confidence. I look forward to getting a chance to pay it forward to other women and diverse leaders as they embark on their own career journeys.

### Tiffanie West

Associate Director, Global Client Pursuits, Americas

### Return-ity

**Return-ity** is a parental leave and return-to-work initiative in the London office. It is designed to help ease clients' return to work post-leave, thereby supporting them at what can be a challenging time. It also gives our people networking and business development opportunities at a stage when they may not be willing or able to take part in traditional client engagement.



We see Return-ity as a key differentiator in the legal market, and the program is very much aligned with our values and the way in which we seek to build relationships with our clients.

### Isabel Carty

Associate, London and Return-ity Founder

### Antiracism Legal Impact Board

Bringing together a cross-section of legal industry leaders for candid dialogue, Baker McKenzie launched the **Antiracism Legal Impact Board** in July 2021 to incubate and develop recommendations to advance racial equality, promote antiracism and influence cultural change within organizations and the legal profession. Comprised of 17 stakeholders representing corporate counsel across multiple industries, academia, law firms and the non-profit sector, the Board convened six times over the course of a year for facilitated discussions. Key learnings from the discussions centered on three main components that help effectively advance racial equality and influence cultural change:

- 1 Effective leadership to bridge the generational perspective gap on ID&E and call out biases;
- 2 Successful implementation to sustainably embed initiatives across organizations; and
- 3 Ensuring structures and self-care to sustain momentum.



Serving on the Antiracism Legal Impact Board was a deeply impactful experience. I learned so much from these candid discussions with our clients and industry leaders, and we walked away with strong relationships and actions to take forward with our respective organizations.

### Christina Bullock

Partner and Chair, Antiracism Legal Impact Board

COLLABORATING WITH CLIENTS

# Supporting Clients on their Journeys

Through our thought leadership, educational sessions and regular client engagement, we support our clients on their own global ID&E journeys.



**It has been very powerful to have conversations with our clients through our ID&E Virtual Series. We can't do this on our own—we need to do this as a collective.**

**Fatima Choudhury**  
Director of ID&E, EMEA

## Global ID&E Thought Leadership



### 2022 ID&E Virtual Series

Our popular series for clients and colleagues continues to explore pertinent global ID&E topics. Recent sessions have included **Measure What You Treasure**, focusing on the importance of accurate data in I&D strategy, and **Get Comfortable With Being Uncomfortable**, looking at what active inclusive leadership and allyship looks like in practice. Many of our clients have joined us as panelists and, to date more than 2,000 clients and contacts have attended one or more sessions in the series.



### Mind the Gap Series

Our **Mind the Gap** series, spearheaded by our Global Compliance and Employment practitioners, draws on input from 1500 global compliance, employment and ID&E leaders to outline key actions organizations can take to strengthen their ID&E initiatives. Part One of the series examines the role of compliance leads, and Part Two explores barriers and opportunities from an organizational and employment lens.



### MENA Soundbites

In our vlog series on **legal and commercial developments in the Middle East and North Africa region**, senior women lawyers share their insights on inclusion issues and trends.



### Inspiring Conversations

This English and Spanish language podcast created by the **Baker McKenzie Venezuela Inclusion & Diversity Committee** features conversations with our people, clients, friends and experts on important ID&E topics.



### Podcast: Diversity, Inclusion and the Great Pandemic

As part of our **Resilience, Recovery & Renewal podcast series**, we took a closer look at how COVID-19 has magnified workplace vulnerabilities related to ID&E and how companies can strive to do better through business recovery and renewal.



**Leading the Way in Our Industry**

## LEADING THE WAY IN OUR INDUSTRY

# Expanding Opportunity and Access

We know that talent is everywhere, but not everyone has access to the same opportunities that will enable them to reach their full potential. Baker McKenzie is leading the way when it comes to building the next generation of legal talent and reshaping the profession to be inclusive for all.



As part of our global socio-economic diversity program, in 2021 we launched the Paul Rawlinson Award. This Award honors our late Baker McKenzie Chair Paul Rawlinson's commitment to increasing access to opportunities to everyone regardless of background, and recognizes those who are working hard to embed a culture of socio-economic diversity in their offices and across the Firm.

In 2022, we were delighted to recognize two recipients of the Paul Rawlinson Award. The North America Business Development, Marketing and Communications team was honored for their **I&D Summer Internship Program** for students from underrepresented groups looking to move into legal marketing roles. The Johannesburg office was also awarded for its work with **Unite Siyafunda**, an organization that provides tech training, robotics and coding to young people in marginalized communities, and which was co-founded by a member of the Johannesburg office.

To engage and connect with a wider pool of incoming talent, the London office recently launched a reimagined series of seven **Open Days** focused on engaging with members of underrepresented groups. Open Days focused on communities such as Black Lawyers, first generation university students, and professionals with disabilities.

In North America, the Firm joined forces with the National Black Law Student Association (NBLSA) for the second year for the **Baker McKenzie NBLSA Tax Mentor Program**. The program is designed to educate interested NBLSA members about a career in tax law and dispel the idea that one must have a background or particular interest in tax, math, or accounting to have a successful career in tax law. Following the successful inaugural program, several past mentee participants are starting with the Firm as associates.

## First Nations Engagement

The Australian offices have continued, and strengthened, their commitment to **reconciliation with First Nations peoples**. Recent initiatives have included:

- Introducing a **dedicated First Nations Lead** role;
- Launching an **Innovate Reconciliation Action Plan (RAP)** to promote reconciliation with First Nations people in the country, following the completion of the Firm's Reflect RAP. The RAP also provides opportunities for everyone at the firm to engage in the advancement of relationships, respect and opportunities with and for First Nations Australians.
- Continuing the **CareerTrackers program** that provides internship opportunities to First Nations law students.

## LEADING THE WAY IN OUR INDUSTRY

# Collaborating to Drive Sustainable Change

We are a proud collaborator and supporter of many industry organizations, associations and community initiatives related to ID&E around the world. We encourage our people to lead and act as agents of change within these organizations.



We are among the 50-plus initial members of the **Gender and Diversity KPI Alliance**, supporting the adoption of a set of key performance indicators to measure gender and diversity.



Baker McKenzie Mexico participated in a project organized by **Abogadas MX and UN Women** to create, in collaboration with other law firms, the minimum standards for inclusion, diversity and equity, based on the seven Women's Empowerment Principles (WEPs).



Baker McKenzie have been asked to lead the gender stream of work this year at the EMEA-wide **General Counsel for Diversity & Inclusion** group, of which we are a lead partner. The group is made up of major corporations who have come together to support increasing meaningful equity, diversity and inclusion across the legal profession in their own in-house practices.

## Representative Industry Partnerships

We are proud to collaborate with these and many other outstanding organizations around the world to further our ID&E mission within Baker McKenzie with our people, with our clients and in our industry.

- 30% Club
- Advance - Gender Equality in Business
- Aequales
- Aspiring Solicitors
- Bridges
- Business Disability Forum
- Business in the Community (Race & Gender)
- Catalyst CEO Champions for Change
- Charting Your Own Course
- City Solicitor Horizons
- Corporate Counsel Women of Color
- Diversity Lab
- Employers Network for Equality and Inclusion
- 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
- Mindful Business Charter
- Minority Corporate Counsel Association
- MyPlus Disability Recruiting
- National Asian Pacific American Bar Association
- National Black Law Students Association
- Social Mobility Foundation
- Stonewall
- Street Law
- Women's Empowerment Principles
- The Valuable 500
- United Nations Sustainable Development Goals
- The Woman's Foundation

LEADING THE WAY IN OUR INDUSTRY

# Global Awards and Recognitions

## GLOBAL

**Stonewall Top Global Employers** – Gold

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**Accenture Outside Counsel Diversity Award**

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**Merck Legal Network DI&E Award**

For outstanding achievements in supporting Merck's mission to encourage partners to foster a diverse and inclusive environment that can deliver unique ideas and perspectives to support business

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## AMERICAS

**American Lawyer Diversity Scorecard** – Top 10

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**Chambers North America Awards** – Outstanding Firm for Diversity & Inclusion

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**Euromoney Women in Business Law Americas** –

- Firm of the Year (Peru)
  - Best Latin America Firm for Career Development (Peru)
- 

**Human Rights Campaign** – Best Places to Work for LGBTQ+ Equality (US and Mexico)

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**Law360 Pulse Glass Ceiling Report** – Top 20 for Women

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**Mansfield Plus Certification** – The Diversity Lab (4 years)

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**Seramount** – Best Law Firms for Women

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## EMEA

**Chambers Europe Awards** – Diversity & Inclusion: Outstanding Firm (Istanbul)

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**LexisNexis Middle East Women in Law Award** – Dubai

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**Social Mobility Employer Index** – Top 20 (UK)

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**South African Workplace Equality Index** – Silver

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## ASIA PACIFIC

**Australian Employer of Choice for Gender Equality**

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**Australian Workplace Equality Index** – Bronze

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**Euromoney Women in Business Law Asia** –

- Career Development International Firm of the Year
  - Diverse Women Lawyers International Firm of the Year
  - Innovative International Law Firm of the Year
  - Work Life Balance International Firm of the Year
- 

**Euromoney Women in Business Law Asia** – Firm of the Year (Malaysia, Philippines, Singapore, Thailand, Vietnam)

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**The Firm is fortunate to receive a number of awards and accolades for our ID&E efforts, which we greatly appreciate.**

**We want to ensure that the awards align with people's day-to-day experiences at the Firm, and I believe we are moving in the right direction.**

**Marredia Crawford**

Director of ID&E, Americas

# Contacts

Our Global Inclusion, Diversity and Equity 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, diversity and equity strategy and works to continuously **multiply our impact** through ID&E: creating better experiences for our people, better outcomes for our clients and sustainable change in our industry.

## Global Inclusion, Diversity & Equity Committee



**Kirsty Wilson**  
Chair, Global  
ID&E Committee  
[Kirsty.Wilson@  
bakermckenzie.com](mailto:Kirsty.Wilson@bakermckenzie.com)



**Alyssa Auberger**  
Chief Sustainability  
Officer  
[Alyssa.Auberger@  
bakermckenzie.com](mailto:Alyssa.Auberger@bakermckenzie.com)



**Claudia Benavides**  
Partner  
[Claudia.Benavides@  
bakermckenzie.com](mailto:Claudia.Benavides@bakermckenzie.com)



**Paola Colarossi**  
Partner  
[Paola.Colarossi@  
bakermckenzie.com](mailto:Paola.Colarossi@bakermckenzie.com)



**Jay Connolly**  
Chief People  
Officer  
[Jay.Connolly@  
bakermckenzie.com](mailto:Jay.Connolly@bakermckenzie.com)



**Sunny Mann**  
Partner  
[Sunny.Mann@  
bakermckenzie.com](mailto:Sunny.Mann@bakermckenzie.com)



**David Palumbo**  
Partner  
[David.Palumbo@  
bakermckenzie.com](mailto:David.Palumbo@bakermckenzie.com)



**Joyce Smith**  
Partner  
[Joyce.Smith@  
bakermckenzie.com](mailto:Joyce.Smith@bakermckenzie.com)



**Maria Smith**  
Partner  
[Maria.Smith@  
bakermckenzie.com](mailto:Maria.Smith@bakermckenzie.com)



**Kate Stonestreet**  
Chief Operating  
Officer  
[Kate.Stonestreet@  
bakermckenzie.com](mailto:Kate.Stonestreet@bakermckenzie.com)



**Akifusa Takada**  
Partner  
[Akifusa.Takada@  
bakermckenzie.com](mailto:Akifusa.Takada@bakermckenzie.com)

## Global Inclusion, Diversity and Equity Contacts



**Fatima Choudhury**  
EMEA  
[Fatima.Choudhury@  
bakermckenzie.com](mailto:Fatima.Choudhury@bakermckenzie.com)



**Marredia Crawford**  
Americas  
[Marredia.Crawford@  
bakermckenzie.com](mailto:Marredia.Crawford@bakermckenzie.com)



**Matthew Jones**  
Asia Pacific  
[Matthew.Jones@  
bakermckenzie.com](mailto:Matthew.Jones@bakermckenzie.com)

## **Baker McKenzie delivers integrated solutions to complex challenges.**

Complex business challenges require an integrated response across different markets, sectors and areas of law. Baker McKenzie's client solutions provide seamless advice, underpinned by deep practice and sector expertise, as well as first-rate local market knowledge. Across more than 70 offices globally, Baker McKenzie works alongside our clients to deliver solutions for a connected world.

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