

Annual Sustainability Report 2026



2025 sustainability overview

Each year, our annual sustainability report provides us with the opportunity to share the actions taken in the previous year to advance our sustainability priorities, and this report reflects our work in 2025. During the year, we continued to support clients in developing and implementing their sustainability strategies, applying our expertise and global reach where we believe we can have the most impact. Our work addresses sustainability-related challenges and opportunities faced by clients, and also supports progress across the legal industry and in the communities we serve. And because we recognize the importance of leading by action and example, we remained focused on managing our own impact as we work toward meeting our near-term science-based emissions reduction targets.



How to read this report: aligning our sustainability strategy with our prioritized SDGs

We decided to align our sustainability efforts with the Sustainable Development Goals (SDGs) after completing our first materiality assessment in 2018, believing that they were a good way for us to achieve our vision of a firm for the future alongside a global vision for a sustainable world. Our detailed materiality assessment allowed us to identify eight SDGs that best reflected what is material to us and to our business; our first double materiality assessment, completed in 2025, reaffirmed that these SDGs are the most relevant to us, resonating with our stakeholders’ values and expectations.

We confirm our support of the Ten Principles of the UN Global Compact and the SDGs that uphold them.

As in previous editions, this report opens with a focus on our social SDGs — the “S” in ESG — reflecting the importance of people-related matters to our business. It continues with our environmental- and governance- related SDGs, highlighting their interconnections, the role of collaborative partnerships in championing them, and the importance of a purpose-driven strategy in achieving lasting, positive change.

The Ten Principles of the UN Global Compact:

- Human Rights**
 - Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
 - Principle 2:** make sure that they are not complicit in human rights abuses.
- Labor**
 - Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
 - Principle 4:** the elimination of all forms of forced and compulsory labor;
 - Principle 5:** the effective abolition of child labor; and
 - Principle 6:** the elimination of discrimination in respect of employment and occupation.
- Environment**
 - Principle 7:** Businesses should support a precautionary approach to environmental challenges;
 - Principle 8:** undertake initiatives to promote greater environmental responsibility; and
 - Principle 9:** encourage the development and diffusion of environmentally friendly technologies.
- Anti-corruption**
 - Principle 10:** Business should work against corruption in all its forms, including extortion and bribery.

Social



SDG 5:
Gender Equality



SDG 8:
Decent Work and
Economic Growth



SDG 10:
Reduced Inequalities

The Ten Principles

Human Rights

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- **Principle 2:** make sure that they are not complicit in human rights abuses.

Labor

- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 4:** the elimination of all forms of forced and compulsory labor;
- **Principle 5:** the effective abolition of child labor; and
- **Principle 6:** the elimination of discrimination in respect of employment and occupation.



Our commitment to inclusion, diversity and equity (ID&E)

At Baker McKenzie, we believe in the power of ID&E, focusing on three interconnecting key areas: people, culture, and clients. Our goal is to integrate inclusive and equitable policies into all Firm systems and processes for sustainable impact.

People focused

Our primary focus is our people. We aim to enhance our policies to retain and advance colleagues from all backgrounds. We believe that investing in our people and their growth and development creates a more inclusive workplace for all.

Culture of inclusion

We understand that an inclusive culture is about making sure every voice is heard, respected, and valued. We believe in fostering a sense of belonging for everyone. We are committed to embedding our core values across all functions and strengthening processes to deepen the culture of inclusion.

Client and external engagement

We seek to develop reputational excellence within the legal industry. We collaborate with clients and communities to promote and advance best practices for creating inclusive environments.

Our goal is to foster an inclusive and equitable working environment by implementing supportive policies, offering targeted development programs to enhance skills and opportunities for everyone, and ensuring accountability through diligent monitoring and tracking of representation within our leadership.

Equitable sponsorship, mentorship, recruitment and connection

-  Leaders Investing for Tomorrow (LIFT), RISE, bConnected: Sponsorship and mentoring programs to support retention and development
- Affiliate mentoring and development circles to support opportunity for all
- Inclusion Matters and BakerPride+Allies Conferences focused on connection, development, and action
- Global BakerPride+Allies Business Resource Group brings together professionals from around the globe
- Global and local initiatives focused on equitable recruitment practices

Policies and practices

-  Code of Business Conduct and PointONE: our workplace behavior, respect and inclusion initiative
- bAgile firmwide framework supporting access to flexible working
- Policies providing for LGBTQ+ equality and inclusion in all locations regardless of jurisdiction ("Embassy and Advocate" model)
- Gender Identity and Affirmation Guidelines to reflect best practices
- Global Disability & Accessible Inclusion Position Statement to confirm commitment to creating inclusive workplaces for all
- Initiatives advancing accessibility, socio-economic diversity and health and well-being

Proactive engagement and education

-  ID&E education at all levels focused on allyship, inclusive leadership and other topics
- Active listening and learning initiatives to engage, educate and foster openness



Development opportunities

Alongside our Affiliate mentoring and development circles to support opportunity for all, we have implemented two key initiatives to help develop and retain our women: the LIFT sponsorship and RISE mentoring programs. Both have been designed to incorporate bilateral exchange, where women leaders and program participants share their experiences and discuss opportunities for professional growth and development. While the key objective of both is to help support retention and development in our Firm, they have the added benefit of helping leadership better understand our future pipeline.

LIFT

Leaders Investing for Tomorrow

LIFT (Leaders Investing for Tomorrow), established in 2017, supports women partners in their development. The year-long initiative includes monthly virtual gatherings, a two-day in-person event, opportunity to pursue individual learning paths, and access to an external coach.

RISE

Shaping Your Career

RISE is a 12-month mentorship initiative for mid-level to senior women lawyers, aimed at enhancing visibility and development. It offers training on balancing demands, identifying support networks, and career planning. Participants are paired with mentors and peer groups to address development areas and build professional networks. The program runs regionally each year with cohorts of 18-25 lawyers.

Working together for disability inclusion

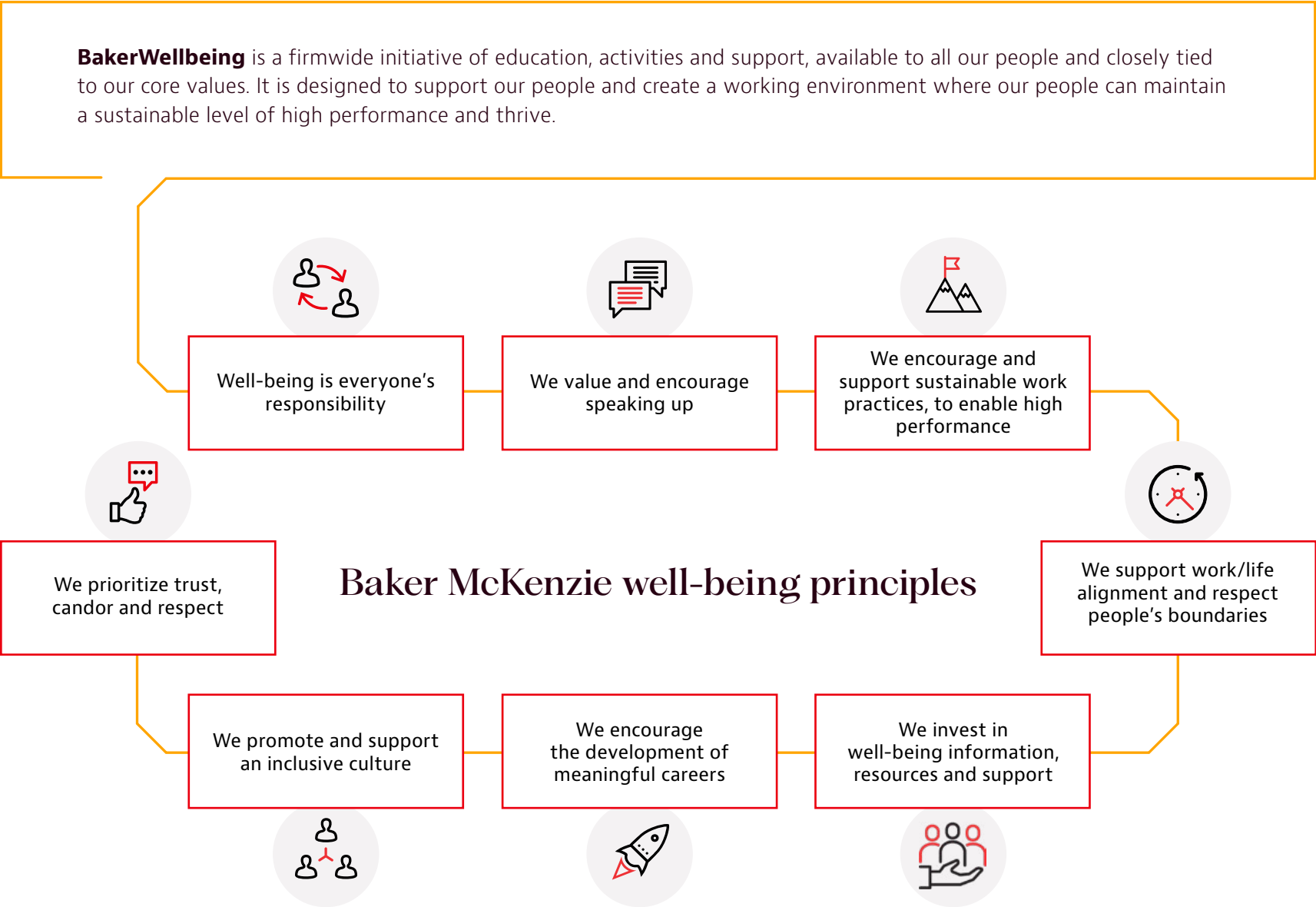
Our inclusion and equity commitments are delivered through purposeful partnerships with leading organizations that advance opportunity and representation.

Through these strategic relationships, we work alongside trusted partners to drive meaningful, long term impact aligned with our values and business priorities. During 2025 we worked on a [Global Disability Legislation Index](#) alongside the Valuable 500.

The Index, a first-of-its-kind resource, provides comprehensive analysis of disability legislation across over 100 countries. It was developed through our [Justice in Action](#) pro bono model and highlights significant variations in disability legislation worldwide, including evolving quota systems, differing standards of reasonable accommodation and varying approaches to defining disability itself. By enabling cross-country comparison, the Index provides a tool for advocacy and policy development alongside practical compliance guidance.



At Baker McKenzie we care about our people and are committed to providing a safe and supportive working environment for our employees, where our people’s well-being is a core consideration in the way we work, lead and interact with others.



Our well-being initiatives include:

- **Employee Assistance Program** provides access to independent confidential counseling and support to all our people across the globe.
- **PointONE**, our workplace behavior, respect and inclusion initiative, sets out clear behavior expectations and avenues to raise concerns and access support.
- **bAgile**, our global agile working framework, supports flexible working options across the Firm, where appropriate.
- **“This is Me”**, our London mental health awareness campaign, involves sharing experiences related to mental health.
- **“ID&Me”** is our storytelling program, featuring personal insights from colleagues across the Firm, highlighting their unique experiences and perspectives.
- **Global accessibility and inclusion initiative** focuses on improving access and removing barriers to participation for everyone, including colleagues with disabilities.
- **Assistive technology tools** enhance learning, working and daily living for our people with disabilities across the globe.
- **Mental health first aid training program** in London enables colleagues to support mental health conversations and act as first responders in a mental health crisis.
- **Return-ity** is our London and Tokyo parental leave and return-to-work program.
- **The Mindful Business Charter**, of which we are a member in the UK, provides access to shared learning aimed at helping reduce avoidable workplace stress.
- **ABA Pledge for Change: Disability Diversity in the Legal Profession** signatory.

Upholding a legacy through meaningful action



Our late Chair, Paul Rawlinson was a passionate advocate for inclusion. To honor his legacy, we created the Paul Rawlinson Award in 2021, and each year since the award’s inception we recognize those who advance socioeconomic inclusion through celebrating those across our Firm who come together to explore ways to access work and career opportunities in their communities and within our Firm.

The Paul Rawlinson Award not only recognizes firmwide accomplishments but also provides funding for initiatives that promote socio-economic opportunities for young people entering the world of work. In 2025, we supported the following transformative initiatives:

The Ambitious Together Foundation, led by two of our London partners, empowers care-experienced young adults in the UK to overcome early-life challenges and improve social mobility, providing tailored support beyond legal careers.

In Sydney, our collaboration with **Hotel Etico** was recognized for promoting inclusion and providing meaningful work experience for young people with disabilities. The initiative strengthens equitable employment pathways, offering hands-on hospitality placements, boosting employability and confidence, with support from mentors to promote a widely inclusive culture.

Our Kyiv office was commended for its **Ukraine University Scholarship** program, partnering with top universities to support students affected by war and displacement. The program offers internships and employment opportunities, prioritizing vulnerable groups, fostering inclusion and resilience by ensuring continued professional growth despite significant challenges.

Honoring those within our Firm advancing our values

Our ID&E Impact Awards recognize those actively promoting diversity and equity and celebrate exceptional contributions that support and integrate our inclusion agenda both within the Firm and beyond. These individuals and teams play a vital role in creating an inclusive environment where every voice is heard, respected and valued.

The 2025 ID&E Impact Awards marked a truly special milestone — our 10th year celebrating the incredible people who make our Firm an example of inclusion, diversity and equity. In 2025 three award recipients were recognized for their outstanding contributions, including championing and advancing gender equity and leadership in the legal sector and business community and driving sustained inclusive engagement through awareness, and education. Each recipient exemplifies the values we share and strive to uphold.

Our Kyiv office: care, dedication and resilience

Our Kyiv office continues to demonstrate exceptional resilience and unwavering commitment to its people and community amid the ongoing war in Ukraine, earning two major honors at the 2025 Law.com Leadership, Influence & Inclusivity in Law Awards: “Well-being & Inclusivity in Practice” alongside the recognition of Co-managing Partner Serhiy Chorny as “Law Firm Leader of the Year”. Throughout the war, our Kyiv team has prioritized employee safety, mental health, and morale, implementing initiatives such as psychological support programs, well-being activities, and inclusive workplace policies, while maintaining business continuity and high client service standards. Their efforts extend beyond the Firm, with active support for gender equity, veterans, and the development of young legal talent through scholarships and academic sponsorships. Collectively, these achievements highlight a culture defined by perseverance, care for one another, and a strong sense of responsibility to the wider community despite the unprecedented challenges arising from the current circumstances.



2025 Law.com Leadership, Influence & Inclusivity in Law Awards
Baker McKenzie, Kyiv

Environmental



SDG 7:
Affordable and
Clean Energy



SDG 12:
Responsible Consumption
and Production

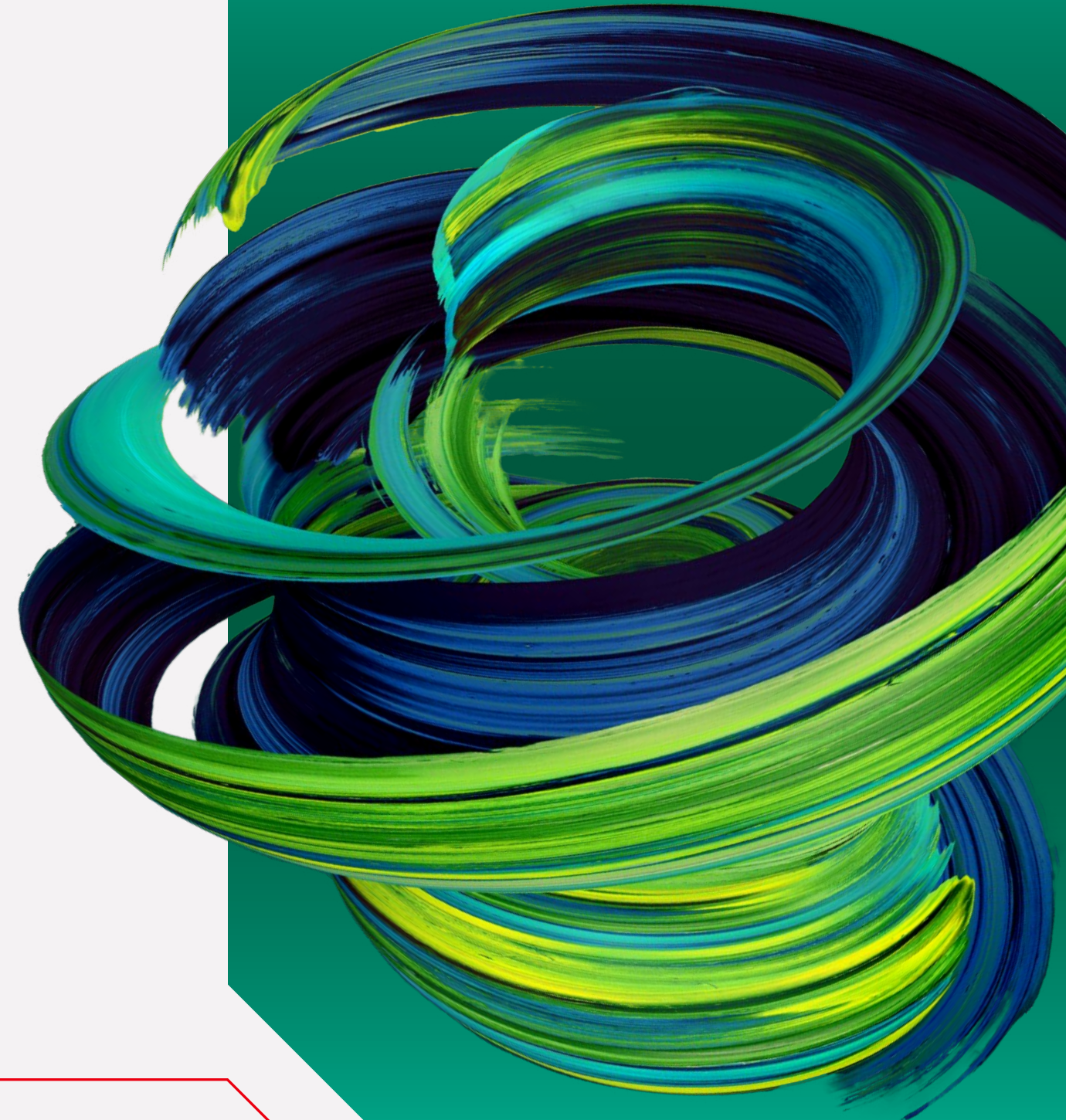


SDG 13:
Climate Action

The Ten Principles

Environment

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges;
- **Principle 8:** undertake initiatives to promote greater environmental responsibility; and
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies.



Sustainability advice across practices and borders

Sustainability by its nature is holistic, involving multiple functions across an organization; similarly, legal issues raised by sustainability do not sit within a single practice group. Because sustainability issues raise interconnected legal, regulatory and commercial questions that cut across disciplines and jurisdictions, our lawyers work together across practices and borders to advise clients on a wide range of sustainability matters, from adapting to regulatory change and the energy transition to managing supply chains, governance and ESG disputes. Through our legal advice, we support clients as they manage risk, respond to emerging opportunities and work toward their sustainability ambitions and commitments.

For more information, please visit [Sustainability and ESG | Expertise | Baker McKenzie](#).

Supporting clients to make their climate ambition a reality

Recognizing the significance of climate change over two decades ago, we were the first global law firm to establish a dedicated and multidisciplinary climate change practice as a recognized area of law. Today, our cross-practice team continues to bring together its expertise to support clients on a wide range of climate change, environmental and sustainability matters affecting their business, while also helping clients progress their climate ambitions and navigate the transition to lower-carbon business models and evolving market expectations.

Examples of our work during 2025 to support our clients in the energy transition and facilitate a more sustainable future include the following:

Leading integrated solar and battery storage for Indonesia's sustainable future

Baker McKenzie Wong & Leow and HHP Law Firm, the Singapore and Indonesia member firms of Baker McKenzie, advised Sembcorp Utilities Pte. Ltd. and PT PLN Nusantara Renewables (NR) on its joint venture and investment in Nusantara Sembcorp Solar Energi (NSSE) Power Plant, Indonesia's first utility-scale integrated solar and energy storage project. Located in Nusantara, Indonesia, combines a 50MW solar farm with a 14.2MWh battery storage system, meeting the region's long-term energy needs and setting new benchmarks for sustainable infrastructure in Indonesia. This transaction sets a model for future ASEAN clean energy investment by enhancing project bankability through an innovative legal framework that balances investor protection with national priorities.

Advancing utility-scale renewable energy and grid resilience in Egypt

Baker McKenzie Cairo advised AMEA Power on the development and financing of Africa's largest single site solar and battery energy storage project — a 1,000 MW solar PV plant with 600 MWh of storage in Egypt's Aswan Governorate. The USD 700 million project, jointly owned by AMEA Power and Kyuden International Corporation, represents a new benchmark for utility-scale renewable energy and energy storage on the continent. Once operational, the project will generate more than 3 million MWh of clean electricity annually, powering over 500,000 households and avoiding approximately 1.6 million tons of carbon dioxide emissions each year. By integrating large scale storage with utility scale renewables, the project enhances grid resilience while delivering reliable, low-carbon power at scale.

Advancing Australia's clean energy transition through large-scale battery storage

Baker McKenzie advised HD Renewable Energy Co. Ltd (HDRE) on the acquisition of the 111MW / 330MWh Templers Battery Energy Storage System (BESS) project in South Australia through ZEBRE, its joint venture platform with ZEN Energy. This acquisition expands ZEBRE's Australian portfolio to over 1.4GW of energy generation and storage projects, supporting the country's clean energy transition. The Templers BESS is one of South Australia's largest battery projects, capable of supplying enough stored energy to power around 96,000 homes for over 2.5 hours. As well as stabilizing the supply of renewable energy and affordable energy in South Australia, the project demonstrates the critical role of large-scale storage in boosting energy efficiency and supporting renewable energy adoption.

Band 2 ESG Risk
Chambers Global Crisis and Risk Management 2026



Band 2 Climate Change
Chambers Global 2026



Band 1 Corporate Governance
The Legal 500 UK 2026



Pioneering UK carbon capture project for energy-to-waste

Baker McKenzie advised leading energy-from-waste company Encyclis on its landmark agreements with the UK Government's Department for Energy Security and Net Zero and Low Carbon Contracts Company Limited to deliver the UK's first full-scale carbon capture plant for energy-from-waste. The Protos carbon capture and storage (CCS) project in Cheshire is scheduled to begin operations in 2029. Once operational, it will capture approximately 370,000 tons of carbon dioxide annually from the neighboring energy recovery facility — roughly equivalent to removing 200,000 cars from the road each year. The energy recovery facility converts non-recyclable waste into baseload electricity, heat, and reusable resources. The agreements not only set a precedent for the decarbonization of waste treatment infrastructure, but also demonstrate how collaboration between industry and government can accelerate industrial decarbonization.

Innovative finance for sustainable infrastructure in Africa

We advised Deutsche Bank on an innovative sustainability-linked financing for Mota-Engil Africa, involving a EUR 170 million sustainability-linked loan supported by a EUR 120 million non-sovereign partial credit guarantee issued by the African Development Bank (AfDB). The financing features a resilient, multi-jurisdictional structure that integrates sustainability performance targets with AfDB credit enhancement. With financing terms linked to defined sustainability performance targets, the transaction reinforces the role of finance as a catalyst for sustainable development. The financing will support essential projects in transport infrastructure, water and sanitation, environmental services and energy efficient civil works — contributing directly to resilient, inclusive and low carbon infrastructure development across Africa.

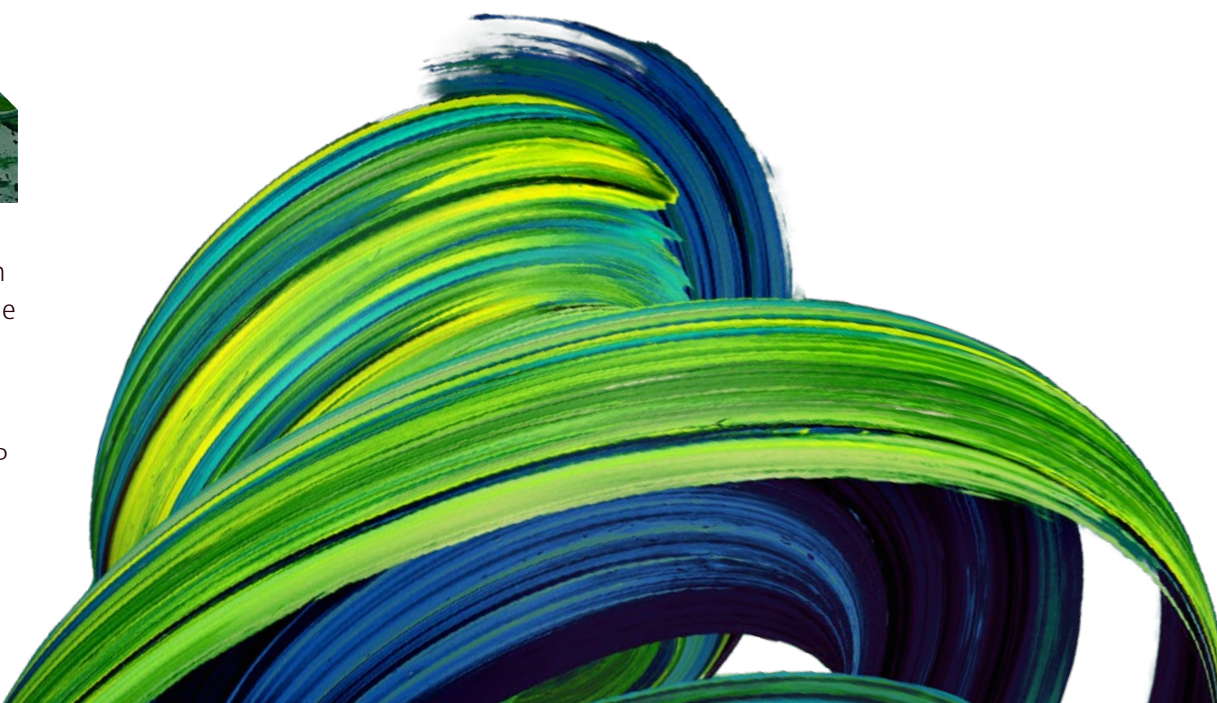
Member of the **Association for Financial Markets in Europe** (AFME), including the AFME Sustainable Finance Steering Committee

Member of the Industry Advisory Panel, which operates under the **Joint Sustainable Finance Working Group for the ASEAN Working Committee on Capital Market Development** and the **ASEAN Capital Markets Forum**

Member of the **International Swaps and Derivatives Association Sustainability Linked Derivatives**

Continuing our COP involvement through practical support at negotiations

At COP30 — the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change, held in 2025 in Belém, Brazil — Baker McKenzie contributed legal expertise through pro bono support to Legal Response International (LRI), providing a roster of legal experts to help respond to legal queries in key areas such as energy law, carbon trading and markets, climate finance and human rights as issues arose on the ground during COP30. This support builds on our long-standing history of participation and involvement at previous COP meetings, complemented by our advisory work on developments related to the Paris Agreement and global climate regulation. [Read more here.](#)



Managing our environmental impact

We support the transition to a low carbon economy through our actions, grounded in science:



Governance and commitment

- Climate action embedded in firmwide sustainability strategy
- Executive level oversight supported by dedicated sustainability function
- UN Global Compact participant since 2015



Science-based targets

- SBTi targets aligned with a 1.5°C pathway approved in 2024
- Scope 1 & 2: 53.3% reduction by 2030 (against 2019 baseline)
- Scope 3: 27.5% reduction by 2030 (against 2019 baseline)



Measurement and disclosure

- Collection of emissions data across scopes 1, 2 and 3 in all locations
- Annual public emissions disclosure via CDP and UNGC Communication on Progress
- CDP Climate Change B score (2025)
- EcoVadis **bronze** rating (2026)
- Completion of double materiality assessment (2025)



Transition actions

- Improve office energy efficiency and greening our real estate portfolio
- Increase renewable electricity use
- Reduce business travel through hybrid working and digital collaboration
- Transition to digital library collections
- Encourage sustainable commuting behavior



Scope 3 emissions focus

- Identification of material scope 3 categories: purchased goods and services (category 1) and business travel (category 6)
- Scope 3 data quality reviewed and refined over time



Supplier engagement

- Sustainability provisions included in key global supplier contracts
- Supplier code of conduct
- Assessment of key global supplier sustainability performance via third-party platforms



Continuous improvement

- Ongoing review of targets and actions taken to make progress toward them
- Transition planning updated in response to regulation, science and stakeholder expectations

bGreen: embedding eco-conscious practices across our Firm

Our global sustainability team is responsible for the measurement, monitoring and management of our Firm’s environmental performance. The global team is supported by dedicated “bGreen champions” in each of our locations, who collect and input raw data from their respective location(s) into our enterprise sustainability and carbon accounting platform. This data is then aggregated and used to generate the Firm’s global carbon footprint, disclosed in our public emissions reporting. The global sustainability team works with each location to ensure the appropriate data is input by them, reviews the data for accuracy and engages with relevant locations to resolve any issues arising from the review.

Collective action drives progress: bGreen champions connect regularly to share sustainability initiatives and best practices across locations, helping advance our global sustainability goals and foster a sense of community.

Our global emissions reduction targets

Our global near-term science-based emissions reduction targets (SBTs) were approved by the SBTi in December 2024. Our approved SBTs are as follows:

Baker McKenzie commits to reduce absolute scope 1 and 2 GHG emissions **53.3% by 2030 from a 2019 base year**.

Baker McKenzie also commits to reduce absolute scope 3 GHG emissions **27.5% within the same time frame**.



Our SBTs guide our efforts to limit our emissions in support of reducing global warming and act as a **road map for our emissions reduction to 2030**, and going forward, we will measure and report on our emissions and our progress toward our validated SBTs.

Baker McKenzie 2025 greenhouse gas (GHG) emissions

Emissions (in metric tons CO2e)	tCO2e (rounded)
Scope 1: Direct emissions generated from the gas/fuel used in the small number of vehicles owned or leased by the Firm and in kitchens and boilers in a limited number of locations	341
Scope 2 (market-based): Indirect emissions generated from electricity (that we purchase from utility providers) used in our locations	7,994
Scope 3: All other indirect emissions generated in our value chain, including emissions from our purchased goods and services, capital goods, fuel and energy related activities (not in scope 1 & 2), upstream transportation & distribution, waste, business travel and employee commuting, upstream and downstream leased assets	95,021
Total Scope 1, 2 and 3	103,357

Our global reporting



CDP
Since 2020, we have been reporting our global carbon emissions to CDP each year. We use CDP reporting to benchmark our performance and to evaluate our data measurement processes and quality. In 2025, we received a B grade for our Climate Change submission reporting on our 2024 emissions.



EcoVadis
We report under EcoVadis, a leading sustainability and supply chain ratings provider, and complete an annual questionnaire with modules covering labor and human rights, ethics, environment and sustainable procurement. We earned a **bronze rating** in 2026 for our 2025 submission, placing us among the top 35% of organizations assessed by EcoVadis.

Continuing to integrate sustainability into supplier relationships

We engage with key global suppliers to support the adoption of sustainable practices across our value chain. Following a review of our procurement processes in 2022, we have been including sustainability provisions into global supplier contracts, setting out clear expectations on responsible business conduct as well as environmental and social performance. More recently, we have complemented these measures with the adoption of our [Supplier Code of Conduct](#), further formalizing our expectations. Together, these provisions also reflect the priorities of many of our clients and are periodically updated to remain aligned with evolving standards and best practice.



Greening our work environment

Greening our locations is central to our decarbonization strategy. We are systematically improving the environmental profile of our global real estate portfolio as leases expire, by either relocating to more sustainable and energy-efficient premises or undertaking green refits of existing premises. These efforts are examples of our commitment to embed sustainability across our operations, as we work to lay the groundwork for a resilient and environmentally conscious future for our Firm.

2025 saw the following locations move to premises aligned with our sustainable real estate objectives:



Our **Johannesburg** office relocated to premises at 55 Eastwood Road Oxford Parks, a six-Star Green Star rated building. Designed to minimize environmental impact and promote energy efficiency, the office incorporates energy-efficient lighting, advanced water-saving systems and solar-powered backup ensuring resilience and environmental responsibility. By integrating live plants into the office, we created a healthier, more sustainable, and inspiring workspace that enhances employee well-being and productivity. The interiors feature eco-conscious materials and ergonomic furniture, and have been designed to foster connection and creativity, reflecting Baker McKenzie's global culture of collaboration and its people-first approach to law.



Our **Singapore** office moved to South Beach Tower, part of a BCA Green Mark Platinum-certified development. The building incorporates sustainable design features such as a microclimatic canopy that provides shading, channels rainwater for irrigation, and enhances natural ventilation through induced air currents. It also features a high-performance glass façade, sky gardens that help reduce heat gain and improve thermal comfort, and an integrated solar panel system that supports façade lighting. The interiors feature naturally lit workspaces and modular furniture that allow spaces to be easily adapted to a diverse range of needs. Design elements around the central staircase draw inspiration from nature, creating a calm and visually engaging environment that promotes well-being and connectivity across floors.

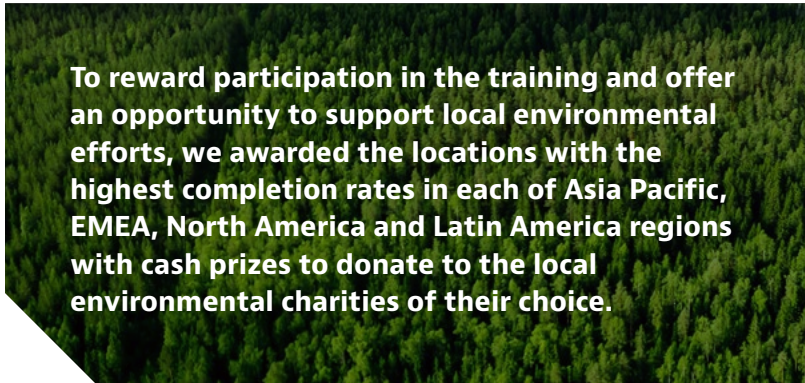


Our **Barcelona** office reached a new milestone in sustainability and well-being, achieving LEED and WELL gold certifications for its comprehensive renovation undertaken in 2025. The renovation prioritized energy efficiency, by incorporating eco-friendly materials and technical solutions designed to minimize energy consumption. It also focused on creating workspaces that enhance well-being, encourage collaboration and drive professional growth.

Engaging and educating on climate through Earth Day

Each year, Baker McKenzie celebrates Earth Day, encouraging reflection on the impact of both our individual and collective actions to reduce greenhouse gas emissions and tackle global warming, and to reaffirm the Firm’s ongoing sustainability commitments and efforts.

Keeping with the theme of Earth Day 2025, **“Our Power, Our Planet”**, we rolled out firmwide training on renewable energy, which covered the impact of renewable energy on reducing global warming and its role in the Firm’s strategy to meet our science-based emissions reduction targets.



Asia Pacific

Our Manila Center donated their prize to the **Masungi Georeserve Foundation**, which protects over 3,000 hectares of threatened landscapes through reforestation, community engagement, education and sustainable conservation.

Latin America

Our Buenos Aires Center donated their prize to **QueReciclo**, an organization that supports businesses with sustainable solutions including recycling, composting, environmental auditing and volunteering.

Europe, Middle East and Africa

Our Cairo office donated their prize to the **Youth Loves Egypt Foundation**, a youth-led organization that protects natural resources by engaging young people in clean ups, tree planting, climate education and advocacy.

North America

Our Juarez office donated their prize to **Juárez Limpio A.C.**, a local environmental organization that supports community-based education, public space revitalization and local cross-sector collaboration.



Governance



SDG 16:
Peace, Justice and
Strong Institutions

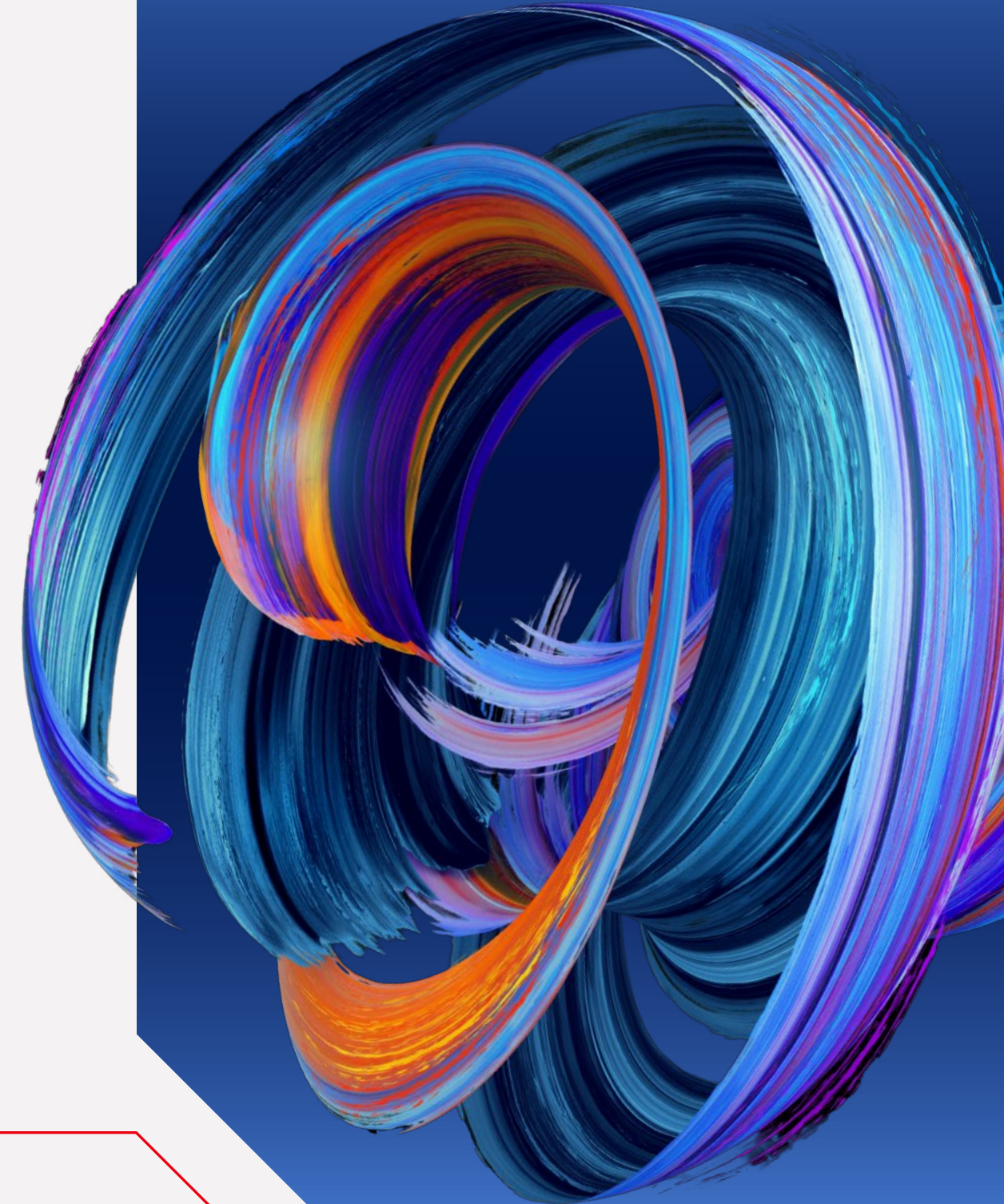


SDG 17:
Partnerships for
the Goals

The Ten Principles

Anti-corruption

- **Principle 10:** Business should work against corruption in all its forms, including extortion and bribery.



Responsible conduct

As legal professionals, we recognize that our reputation is shaped as much by how we act as by the advice we provide. We are committed to acting with integrity and fulfilling our professional obligation to uphold the rule of law. Leveraging our global reach, we lead by example in ethical conduct and to support the development of resilient and inclusive communities, while remaining aligned with local law and practice.

This section highlights examples of actions taken to advance our governance-related SDGs and to support the Ten Principles related to anti-corruption.

Making the right choices

Since Baker McKenzie was founded in 1949, our dedication to ethics, professionalism and client service in the practice of law has remained constant. Our [Code of Business Conduct](#) (COBC) outlines policies, legal and ethical obligations and responsibilities in a number of essential areas including anti-corruption, sanctions, money laundering and conflicts of interest.

The COBC also underscores our commitment, as a participant of the UN Global Compact, to align our policies and operations with its Ten Principles in the areas of human rights, fair labor, the environment and anti-corruption. Everyone in the Firm is expected to read the COBC and abide by its principles, policies and standards.

All our people must complete annual COBC training and certify compliance with law and key Firm policies.

To ensure compliance with the COBC, we provide multiple confidential reporting channels — including our COBC Hotline and EthicsPoint, managed by NAVEX Global (an external provider of ethics and compliance services to more than 10,000 organizations worldwide) — for anyone in our Firm to report potential violations of the COBC, raise concerns, ask questions or seek guidance.

Our Office of General Counsel also provides regular firmwide updates on emerging ethics issues.



Our Code of Business Conduct Guiding Principles

- ✓ We **honor** and **obey** the law.
- ✓ We are **one firm**.
- ✓ We are **responsible** for what we do.
- ✓ We take our professional responsibilities **seriously**.
- ✓ We treat **everyone** fairly and with **dignity**.
- ✓ We are **competitive**, but compete **fairly**.
- ✓ We **protect** the information entrusted to us.
- ✓ We **don't** do business with disreputable characters.
- ✓ We are **truthful** and **transparent**.
- ✓ We owe **thanks and service** to our communities.

Our approach to sustainability at Baker McKenzie

Operating sustainably is embedded in our Firm's purpose and strategy, reflecting our commitment to our people, clients and communities in which we operate. Our sustainability function is responsible for setting out and implementing a unified approach to sustainability that integrates our internal sustainability initiatives, our engagement with clients to provide them with our emissions data to help them meet their own sustainability commitments and our engagement with global policy-shaping forums; the function also works closely with our leading practitioners that advise our clients on sustainability, ESG and climate-related issues on a broader scale to share the operational perspective of the sustainability function. The function advances our global sustainability agenda and decarbonization efforts, working closely with the Firm's highest management body, and our regional leadership teams.

Our Firm's highest management body, comprising the global chair, three regional chief executives, and other regional representatives, and supported by our senior business professionals, oversees our global business strategy, including sustainability and climate-related initiatives. The Policy Committee, made up of country managing partners, approves firmwide strategies, policies, and budgets. The sustainability function engages with all levels of management across the Firm on the Firm's sustainability performance, including our progress on emissions reductions, our renewable energy transition and improvements to our environmental performance across all our locations; the function also performs periodic strategic assessments of sustainability and climate-related impacts on our business.

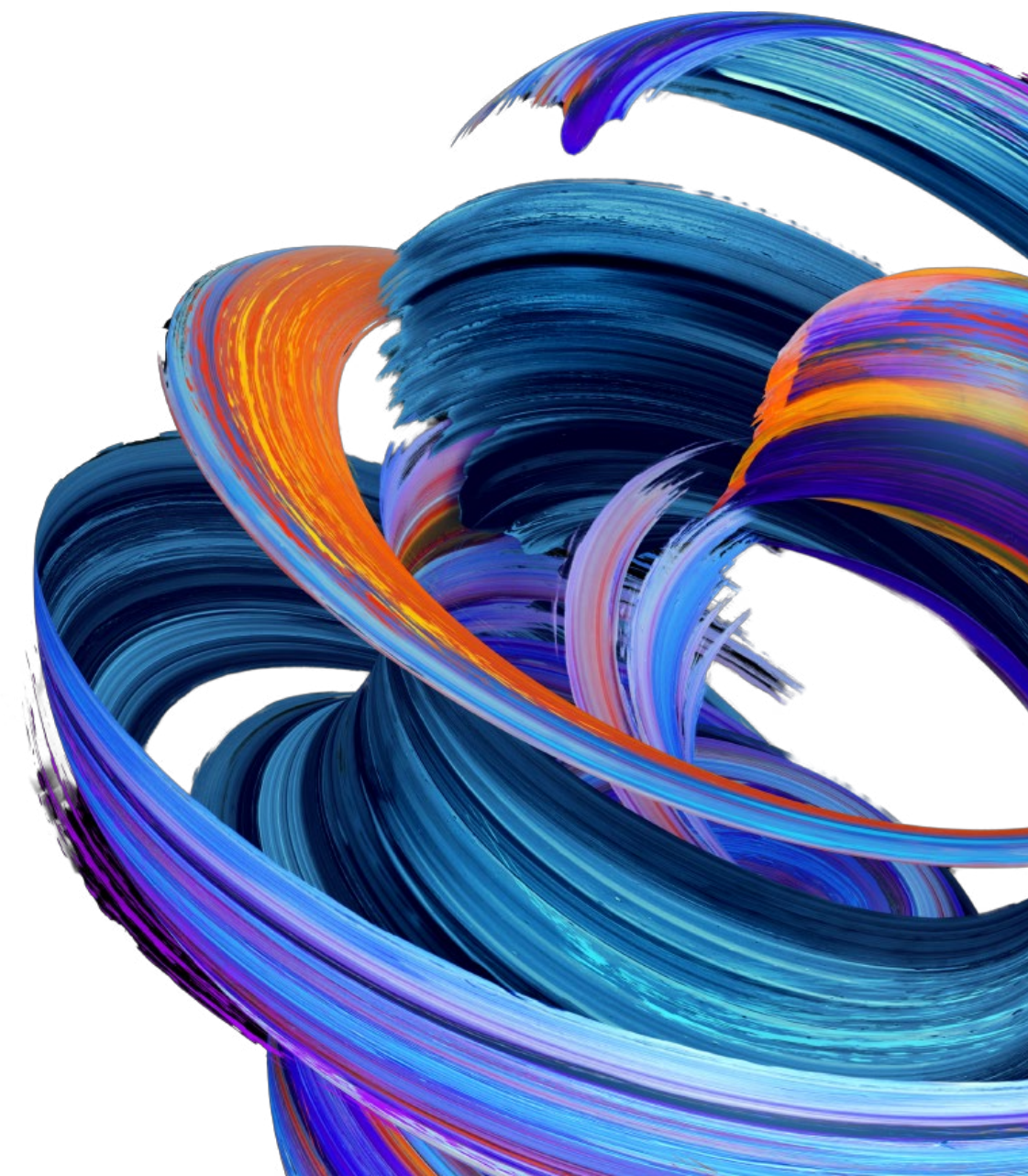
Sustainability-related risks and opportunities

As a global law firm operating in over 40 jurisdictions, we are uniquely positioned to monitor and interpret evolving regulatory trends, including those related to sustainability and climate change. This insight enables us to anticipate risks for both our clients and our Firm, and to identify opportunities for new services and practice areas in response to evolving sustainability trends.

Our Global Risk Committee, made up of senior leadership and members of the Office of the General Counsel, oversees our enterprise risk management program. It regularly evaluates firmwide risks — including sustainability- and climate-related risks — with input from the sustainability function.

The committee advises Firm management, implements risk policies and monitors mitigation strategies across our operations and value chain (upstream and downstream).

To ensure that we continue to build resilience into our Firm strategy, we completed a double materiality assessment (DMA) in 2025, engaging across all Firm functions to identify the impacts, risks and opportunities most material to our organization. The DMA also provided us with a systematic method to improve the Firm's resilience across a number of areas, notably with respect to people and climate, through strategic actions aimed at clearly defining performance objectives and how to measure progress towards them.



Our ongoing commitment to pro bono work

In keeping with our longstanding Firm commitment to pro bono, we mobilized our collective expertise from across the globe to contribute to a range of pro bono projects throughout 2025, exemplifying the spirit of collaboration and service of our Firm. Below, we share highlights of our pro bono legal services to nonprofit organizations committed to advancing justice, equity, human rights, and protecting the planet.

For more information about Baker McKenzie’s pro bono work and impact, please visit

[Pro Bono | Baker McKenzie](#).

Strengthening climate advocacy through pro bono counsel

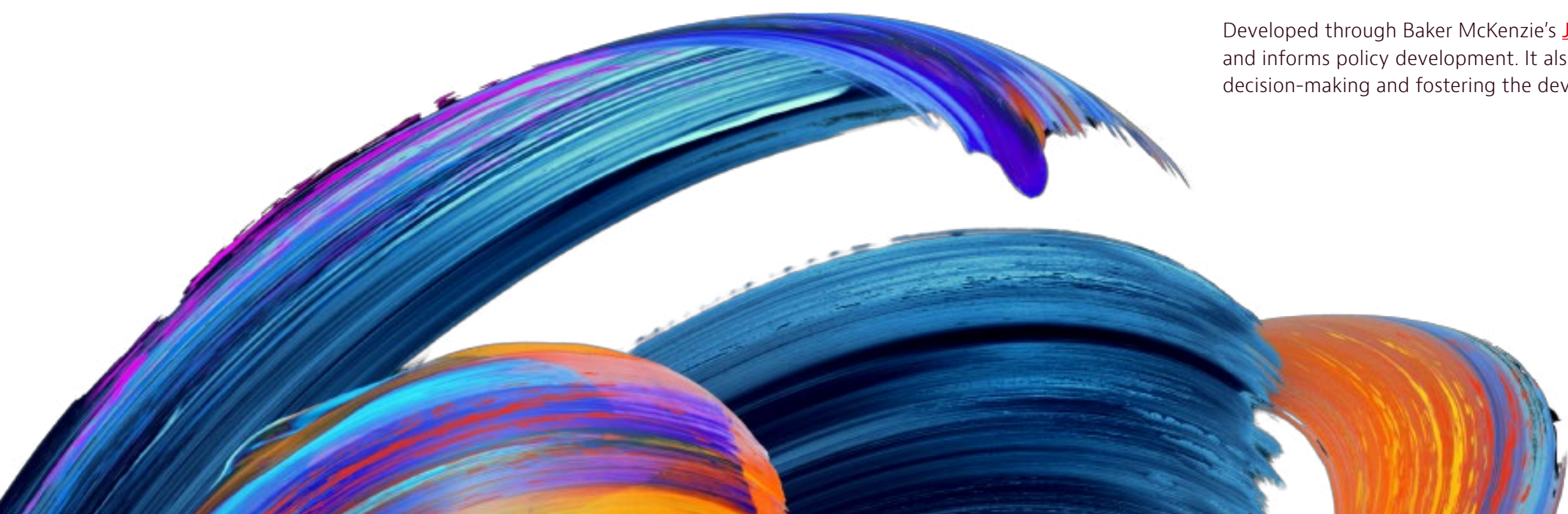
In 2025 we continued to support long-standing pro bono client [Legal Response International](#) (LRI), who provides free legal assistance to negotiators from developing countries and civil society observers during the UN Climate Change Conference of the Parties (COP).

During COP30, Baker McKenzie provided a roster of legal experts from across the globe to assist LRI in responding to queries it received from the countries and observers that LRI supports, in key areas such as energy law, carbon trading and markets, climate finance, and human rights.

Collaborating with the Valuable 500 on the world’s first global disability legislation index

During 2025, Baker McKenzie provided pro bono assistance to the Valuable 500 to develop the [Global Disability Legislation Index](#), a first-of-its-kind resource analyzing disability legislation across more than 100 jurisdictions. Addressing a long-standing gap in global disability inclusion, the Index provides accessible, comparable guidance on key legal issues, including definitions of disability, mental health and neurodiversity, reasonable accommodation and enforcement approaches across Asia-Pacific, EMEA and the Americas.

Developed through Baker McKenzie’s [Justice in Action](#) model, the Index is a resource that supports advocacy and informs policy development. It also offers practical compliance guidance, enabling informed decision-making and fostering the development of more inclusive workplaces worldwide.



Supporting child-centered justice initiatives

2025 World Congress on Justice with Children

Baker McKenzie once again provided pro bono support to the 2025 World Congress on Justice with Children — part of a global forum convened every five years — contributing legal expertise and supporting efforts to advance dialogue on child-centered justice systems. The Firm helped shape the Congress agenda and outcomes, including contributing to the development of the 2025 Declaration, which affirms the importance of placing children at the center of justice systems in line with SDG 16 and broader human rights objectives. In collaboration with a global network of volunteers, we developed a compendium analysis of risks faced by children within justice systems and a suite of practical resources to help inform policy, legal frameworks and practice in this area.



2025 Children’s Rights Moot Court Competition

We co-hosted the [2025 Children’s Rights Moot Court Competition](#) with Leiden Law School — continuing our partnership on this biennial initiative — mentoring and judging student teams worldwide on a child-rights-in-armed-conflict scenario and delivering advocacy training and written memorial evaluations. The competition brings together students from over 50 law schools from four continents, creating opportunities for cross-border collaboration and learning, and offering students the opportunity to engage with international legal professionals and discover global justice issues.

Real Rights project

As part of our commitment to empowering youth, we continued to provide updates to the Real Rights resource, developed in collaboration with the Global Initiative on Justice with Children, the National Network for Youth and Baker McKenzie corporate partners in 2025. [Real Rights](#) is an online resource for young people, informing them of their rights when encountering law enforcement. The resource provides user-friendly, city-based guides that inform young people of their rights by helping them identify and challenge discriminatory practices.

“I Am Here”: Making identity accessible

Through our ongoing collaboration with the National Network for Youth, we collectively launched the [I Am Here: Vital Document Legal Hotline for Youth](#), a free national resource to help youth navigate the legal and administrative landscape of obtaining identity documents, with support from legal professionals who are well-versed in this process. The Hotline for Youth is a free, dedicated legal hotline for homeless youth to help them obtain essential identification and vital documents. Volunteers answer youth’s questions using the [I Am Here](#) resource — a project developed via the Justice in Action program.



Established in 2015, the Baker McKenzie Scholarship Endowment Fund at Columbia Law School provides annual support of USD 50,000 to LLM candidates from emerging economies, including Africa, Asia, Eastern Europe, and Latin America. The selection process recognizes students who demonstrate academic achievement and commitment to social justice and human rights advocacy. The scholarship is intended to help recipients expand their understanding of the rule of law and to support their future contributions to the legal profession within their home countries.

The **2024-2025 Baker McKenzie scholarship** was awarded to Eustorgio Antonio Dominiguez Diez, a Panamanian lawyer specializing in alternative dispute resolution, public international law, torts and intellectual property. He aims to apply his learning to contribute to strengthening the rule of law and improving access to justice in Panama. While pursuing his LLM at Columbia University, he also serves as a staff editor for the **Columbia Human Rights Law Review**.

Advancing the SDGs through global partnerships and dialogue

Supporting progress toward the SDGs requires collaboration with a broad range of stakeholders, including clients, peer law firms, industry associations and policy shaping forums. Through our long standing participation in organizations such as UN Global Compact (UNGC), the World Business Council for Sustainable Development (WBCSD) and the World Economic Forum (WEF), we share our leading expertise and contribute to discussions that help inform sustainability related policy and practice.

UNGC

Our participation in the UNGC since 2015 provides a forum to engage with the business community on approaches to shared sustainability priorities and challenges. Through this engagement, we contribute legal perspectives and gain insights into sustainability trends and regulatory developments that help inform our broader approach to sustainability and risk. Examples of our 2025 contributions to UNGC initiatives include the following:

- As a founding member of the UNGC Legal Council, we co-chaired the Legal Council's Dilemmas Forum, its flagship event held during Climate Week NYC 2025. This event brought together 50 senior executives for a scenario-based workshop structured around three different "dilemmas" arising from common sustainability themes relevant to global business. From the opening panel to table-led discussions, the Baker McKenzie team helped drive conversations to reconsider strategic dilemmas and opportunities reshaping global business — involving regulatory complexity, shifting markets and stakeholder expectations — and transform them into practical, sustainable outcomes.
- In 2025 we also participated in the UNGC Private Sector Forum, an annual event held alongside the UN General Assembly that brings together global business leaders, governments and UN representatives to advance the SDGs. High on the agenda was the need for collaboration between business and the multilateral system — especially in the face of climate disruption, technological transformation, and geopolitical challenges — to help shape practical solutions for a more resilient future.

WBCSD

In 2017, we became the first law firm to join the WBCSD, a CEO-led organization which brings businesses together in a global community committed to driving sustainable business transformation. We support the WBCSD with regulatory analysis, sharing legal perspectives and expertise. We also collaborate with the WBCSD to foster peer discussions among senior legal and compliance professionals on managing legal risk in the transition to a more sustainable business. In 2025, our collaboration included the following:

- During London Climate Action Week 2025 we co-hosted a roundtable for general counsel and other legal leaders on litigation risks and directors' duties, which explored the trends in climate litigation, financial implications and how they are navigating these challenges to strengthen corporate resilience and value.
- During Climate Week NYC 2025, we co-hosted the first of an executive-level roundtable "Balancing Act" series, with a discussion on sustaining momentum for sustainability performance while navigating differing regulatory, stakeholder, and competitive pressures across US and global operations.
- Building on the insights from the US-focused session in New York, our Zurich office co-hosted the second in the Balancing Act roundtable series, bringing together Swiss and EU-headquartered companies with substantial US subsidiaries or operations to explore ways to align their sustainability objectives and outcomes and navigate the challenges arising from contrasting regulatory frameworks and market dynamics.

WEF

We have been collaborating with the WEF since 2010, joining its efforts to bring together public and private voices to address large-scale global challenges through impartial dialogue and cooperation. We participate in geopolitical and sustainability discussions at the intersection of global challenges such as energy transition and supply chain transformation and contribute to thought leadership. Highlights of our 2025 engagement with the WEF include the following:

- As in previous years, a Baker McKenzie delegation attended the 2025 WEF Annual Meeting in Davos, which offers opportunities to share best practices with peers and business leaders. Our global chair participated as a panelist at the "Leaving Asia's Comfort Zone" session, focusing on how Asia-Pacific economies must rethink their traditional growth models in response to AI and emerging technologies.
- During 2025 a team of cross-border litigation specialists from Baker McKenzie and Trench Rossi Watanabe* worked to research and develop the report ["Climate Litigation: From Compliance to Strategic Imperative"](#), examining how escalating climate litigation is reshaping corporate governance, risk management, and disclosure expectations for businesses globally. The report underscores the importance of viewing litigation as an early signal of broader policy and market change.
- As a member of the WEF's Alliance of CEO Climate Leaders — a CEO-led business community driving collective climate action — we contributed insights on key cross-regional regulatory themes and emerging areas of legal exposure to its senior advisory group.

*Trench Rossi Watanabe and Baker McKenzie have executed a strategic cooperation agreement for consulting on foreign law.

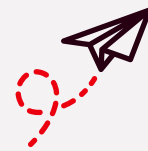
Thank you for reading our Annual Sustainability Report 2026.

If you would like to contact us:



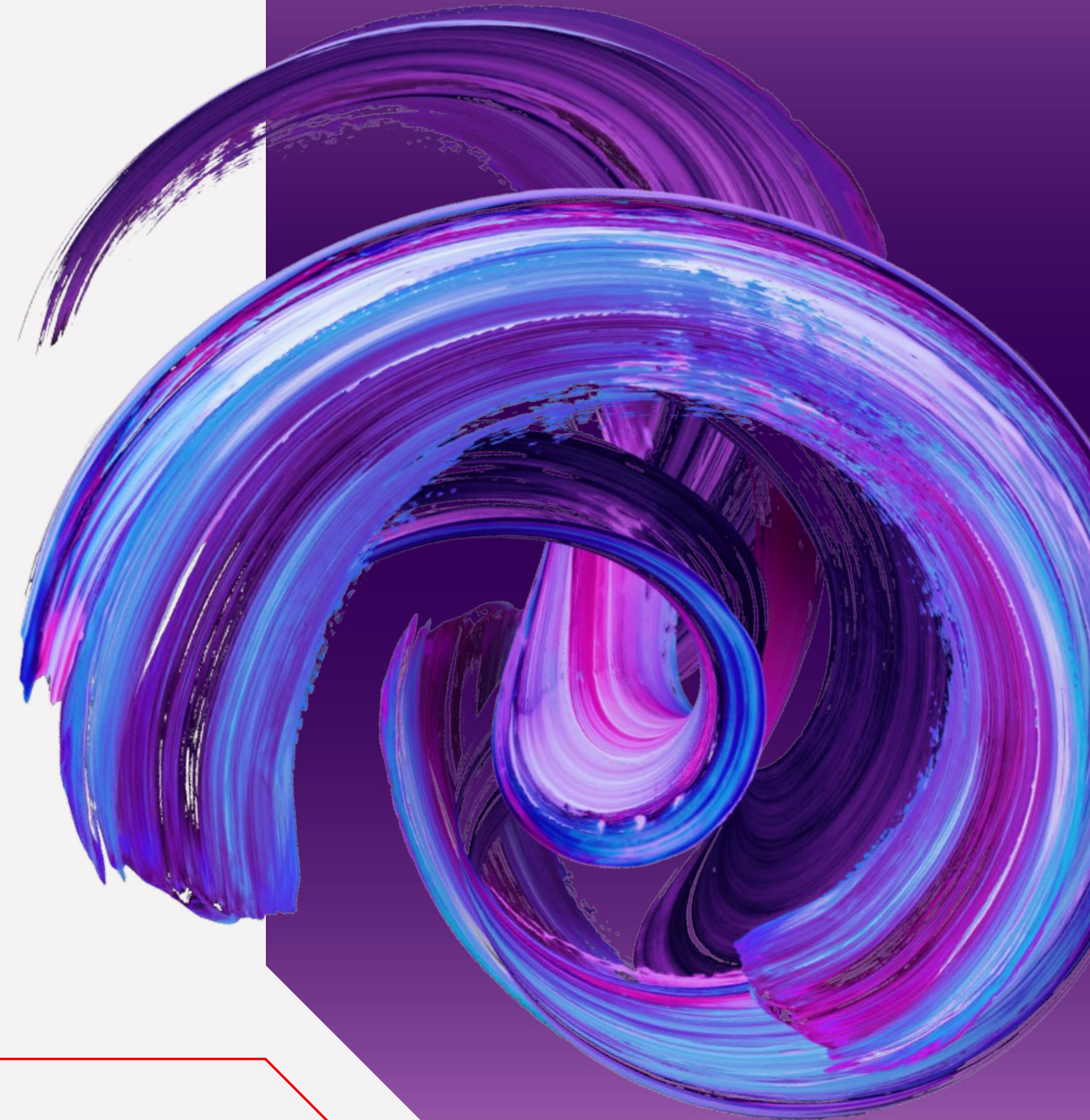
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Baker McKenzie empowers clients to compete in the global economy.

We provide comprehensive and practical legal advice that cuts through complexity with clear, actionable guidance. Our people represent diverse cultures and jurisdictions, combining local know-how with international expertise to ensure your business thrives across borders.

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