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McKenzie.**



Leaders in Law

INTERNATIONAL WOMEN'S DAY 2021

#ChooseToChallenge

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Foreword

This year's IWD theme is Choose to Challenge, which aligns with our culture at Baker McKenzie - we are proud to say that at Baker McKenzie, We Are Not Neutral.

Given that this year the UN's IWD focus is "Women in leadership: Achieving an equal future in a COVID-19 world", we were keen to profile some of the incredible women leaders in law around the world.

These role models are leading their organizations at an immensely challenging time - both professionally and personally.

In our report, this group of inspiring lawyers share what they love about working in their chosen industry and the key legal and regulatory challenges they are facing. They also share their perspectives on the challenges facing women in 2021 and what "Choose to Challenge" means to them.

We loved hearing their perspectives and are delighted to share them with you.



Milton Cheng
Firm Chair



Anna Brown
Chief Inclusion
and Diversity Officer

Q&A



Kate Alexander

Partner, Corporate Tax
Global TMT Industry
Group co-chair
Baker McKenzie, London

What do you enjoy most about working in the TMT sector?

I love the fact that I get to work with the best clients that are pushing the bounds of the possible. Their creative energy is infectious. It also means my life is never dull and I'm constantly having to apply my legal analysis to new (and inevitably hard!) facts.

What are the biggest legal and regulatory challenges facing TMT sector?

From a tax perspective the biggest challenge is not being viewed as the industry that has to pay for COVID. Many tech companies started with a low PR record when it came to tax, and when combined with the perception that they benefited from COVID, there is a significant risk that tech companies will be the target of new tax measures.

What do you think is the biggest challenge facing women in 2021?

How to create the new normal; how to not just fall back into the old ways and lose the good things that have come out of prolonged working from home.

What does "Choose to Challenge" mean to you?

Decide not to accept the status quo, work out your own path and stick to it.



Vanina Caniza

Partner, Global Chair
of the Healthcare &
Life Sciences Group,
Baker McKenzie,
Buenos Aires

What do you enjoy most about working in the Healthcare & Life Sciences sector?

Working in this sector is like having a window to the future. It's a privilege to work with clients who are true pioneers and innovators and whose work will have a profound impact on how humans will live in the future. It's both fascinating and thrilling!

What are the biggest legal and regulatory challenges facing Healthcare & Life Sciences?

The pandemic has demonstrated the transformational potential of digital technologies. As digital transformation continues to impact the sector, the biggest challenge will come working with companies to help governments design a new regulatory framework for innovative products and services. This seems simple, but the lack of harmonization in health regulatory law is one of the biggest challenges when launching and marketing new products. In addition, virtual interactions are the inevitable way forward for the delivery of care and services. This will have an effect on data privacy and information security risks, which is also highly regulated globally. It will be critical for life sciences companies to be part of the discussions with governments to design digital health regulatory frameworks that follow common international standards to avoid domestic fragmentation.

Accelerated collaborations with new digital business partners will be another opportunity for innovation, notwithstanding challenges. Commercial agreements with these partners will present new challenges in terms of legal and compliance risks, arising from dealing with newer market players that may not be familiar with industry nuances.

What do you think is the biggest challenge facing women in 2021?

I find it interesting that women still feel the need to explain how we can add value! And it's not necessarily that we second guess ourselves, it's that we feel that others will not appreciate what we bring to the table. Especially in the legal field, under-representation of women continues to be a challenge, but I believe we've come a long way and are on the right path. We are seeing more women in leadership positions, including Partners at law firms and C-suite roles at companies. This sets a good example for future generations to remove the self-doubt that can be a barrier to advancement and sends a strong message to other women that we can do anything.

What does "Choose to Challenge" mean to you?

It's tempting to follow the status quo, but we know and the pandemic made it clear that status quo is not an option. We need to embrace change. "Choose to Challenge" means to never stop listening or questioning the way we think, work and operate. We need to inspire ourselves and others to have a zest to learn more and do better. Just this week someone I admire a lot brought this Susan Sontag quote to my attention, while we were discussing our ability to reassess and rethink how we do things: "The most awful thing would be to feel that I'd agree with the things I've already said and written, that is what would make me most uncomfortable because that would think that I had stopped thinking". So always Choose to Challenge!



Renata Campetti Amaral

Partner, Head of Environment, Climate Change and Sustainability and CG&R lead, Brazil
Trench, Rossi & Watanabe, Sao Paulo

What do you enjoy most about working in the CG&R industry?

Working in the CG&R industry enables me to be in direct contact with the most urgent consumer expectations. Issues such as diversity, equality, respect for minorities and sustainability are now under scrutiny. These matters represent what the consumers expect to see reflected in the products and brands that they buy. It is fascinating to witness and help the industry to reinvent itself seeking to address these new demands, which are always evolving.

What are the biggest legal and regulatory challenges facing CG&R?

More than legal or regulatory matters, I think that the major challenge is related to adopting good practices - which comprise not only what is legal, but "what is right". Going beyond the law is the way to gain a consumer's trust during the era of transparency.

What do you think is the biggest challenge facing women in 2021?

I think that one of the biggest challenges for women in 2021 is to enable the poorest women to also enjoy the rights that women from middle and higher classes have achieved. And whatever their background women still face lots of difficulties. It is time to dedicate our efforts in the benefit of women that live in degradable conditions, that suffer from every-day violence and are not represented in any of the major forums.

What does "Choose to Challenge" mean to you?

To me, it means "Choose to be Free".



Jillian Charles

GC Anti-corruption & Antitrust,
Honeywell

What do you enjoy most about working in your industry?

The variety of my practice is my favorite aspect of working for Honeywell. Honeywell is a multinational diversified technology and manufacturing company, with presence in a range of sectors -for example, aerospace, specialty chemicals and advanced materials, smart grid and energy management, building controls, productivity/ sensing solutions, safety products, and enterprise performance management software. The company continues to evolve and expand into new areas, such as software and quantum computing to name a few. Honeywell is present in over 100 countries. The variety of work that stems for this diverse portfolio and geographic reach means no day is ever quite the same as the one before. Requests for advice rarely involve routine topics.

What are the biggest legal and regulatory challenges facing your industry?

Over the last several years, the rapid move toward increased use of data, analytics, and digital solutions to manage legal and compliance risk is both the biggest challenge and opportunity. Lawyers are expected to skilfully leverage data and digital solutions to solve client problems. Data driven solutions and digitized tools is no longer a "nice to have", but increasingly a necessity for effective lawyering.

What do you think is the biggest challenge facing women in 2021?

I would point to two challenges. The first is the problem caused by the global pandemic and the undue pressure it has put on working women who are also caregivers. As the pandemic continues, the possible long term impact of women leaving the work place is deeply concerning and calls for urgent attention. The second area of challenge for women is simply continuing to rise to leadership roles in impactful numbers. We continue to see so many firsts for women in leadership roles, but the pace and the numbers are slow and low at the very highest levels of the corporations. I take inspiration from the often used slogan "first but not the last." I look forward to the time where we no longer notice a woman in a leadership role because it is commonplace and normal.

What does "Choose to Challenge" mean to you?

It means questioning our own bias. When we say "leader" there should not be only one image that comes to mind. I try to show every day that there is more than one way to lead. The way of the past is not the only way.



Halimah DeLaine Prado
General Counsel, Google

What do you enjoy most about working in the TMT industry?

I have worked for Google for 14 years and each year has been rewarding, with endless opportunities that have allowed me to grow and challenge myself. Our products and services are about trying to help people throughout the day - whether that is someone searching for information on Google, learning a new skill on YouTube or a small business trying to find new customers. I enjoy being part of a team that helps ensure these products and services are developed responsibly and we keep the trust of our users.

What are the biggest legal and regulatory challenges facing your industry?

Developing new technology brings with it a deep responsibility to work with governments and civil society to listen to feedback and make changes where appropriate. That is why we have encouraged frameworks to guide the development of AI and make sure consumers' privacy is protected. It's important that governments, industry partners, and civil society work together to ensure that everyone can reap the benefits of modern technologies, minimize social costs, and respect fundamental rights - and that we stay attuned to how best to improve those rules as technology evolves.

What do you think is the biggest challenge facing women in 2021?

The impact of COVID on women has been extraordinary. McKinsey's Women in the Workplace 2020 Report goes into great detail about the professional challenges women face. From financial instability to the challenges of putting in a virtual work day followed or interspersed with additional hours of family responsibilities, "more than one in four women in the US are contemplating what many would have considered unthinkable just six months ago: downshifting their careers or leaving the workforce completely." The problem of burnout is not unique to the U.S., and we risk losing women in leadership as well as future women leaders on a global scale. Companies like Google have worked to address this issue for not just women but all Googlers by offering leave and other mechanisms for flexible work, but there's further opportunity to develop and enrich mentorship opportunities uniquely tailored to provide virtual support for women navigating their careers during these complex times.

What does "Choose to Challenge" mean to you?

Studies suggest that gender parity won't be attained for nearly a century. To me, "Choose to Challenge" means reaching parity much faster than that. That includes implementing policy and procedures that promote equity and inclusion, being an advocate for underrepresented groups, and making sure their experiences are heard before making decisions. Former U.S. Senator Carol Moseley Braun once said that "magic lies in challenging what seems impossible." I hope we can create more magic so we can advance women's equality and build a more inclusive world.



Soniya Deshpande
Senior Counsel, Environmental and Safety Law Group, Chevron

What do you enjoy most about working in the EMI industry?

People around the world need energy, so working in this industry gives me the opportunity to work on issues that matter to individuals and communities globally. Writing a new company policy or standard isn't just about putting words on a page; it's both exciting and a privilege to think through how those words could have a real impact on our stakeholders and the public generally.

What are the biggest legal and regulatory challenges facing EMI?

The interest in ESG (environmental, social, governance) continues to rise. It seems that everyone is talking about issues like climate change, water scarcity, and advanced recycling. With increased interest also comes the need for quality, reliable data. Laws and regulations need to keep up with the latest scientific and technical advances, as well as the need for standardized, reliable information.

What do you think is the biggest challenge facing women in 2021?

We need to negotiate for ourselves, not with ourselves. It's critical that we know our own value, then seek out and negotiate for that position or paycheck. We can't give in to self-doubt or listen to the nay-sayers, convincing ourselves that we aren't ready for that position or don't deserve that salary.

What does "Choose to Challenge" mean to you?

I choose to challenge the status quo. The workplace is certainly better for women than it was at the start of my career, but there's still a long way to go to reach equality.



Maria Fernanda Furtado

Partner, Tax,
EMI steering group member
Trench, Rossi & Watanabe,
Rio de Janeiro

What do you enjoy most about working in the EMI industry?

The EMI industry provides me with the opportunity to work on high profile and sophisticated projects which are intended to exist for long periods of time. Because these can be impacted by policy changes and economic conditions, the work requires you to go beyond your pure legal expertise and understand the economic and political environment affecting your clients. In this sense, as an EMI lawyer I must always look ahead in time for risks and opportunities.

What are the biggest legal and regulatory challenges facing your industry?

I think the acceleration of digital transformation brought by the pandemic, plus new ESG demands are both the greatest opportunities and the greatest challenges that the EMI industry is facing. I have seen companies struggling to navigate the regulatory and tax framework governing new forms of doing business which involve the use of AI, automation, service subscriptions and an increasing use of data centres. Particularly when it comes to navigating Environmental, Social and Governance responsibilities.

What do you think is the biggest challenge facing women in 2021?

I think the biggest challenge is keeping professional and career development as a priority, while being overwhelmed by the new demands that the lack of separation between home and office has brought. To keep believing that our careers are equally important as the careers of our partners when we are culturally led to believe that we should bear the heaviest load when taking care of our families (without complaining).

What does "Choose to Challenge" mean to you?

It means to proactively make room for other women to shine and succeed. It is to celebrate our female colleagues' achievements and to imprint our female perspective into leadership, caring for our partners, colleagues, clients and families and working for a better world.



Lamyaa Gadelhak

Partner, Banking & Finance
Baker McKenzie, Cairo

What do you enjoy most about working in the Financial Institutions industry?

It is a multi-disciplinary industry which includes a range of different types of financial entities. This keeps my work varied. There is the potential to work on a range of different projects for the same client and you learn a lot about how the different areas of the sector operate.

What are the biggest legal and regulatory challenges facing Financial Institutions?

First and foremost, the sheer volume and breadth of regulation in existence and the speed at which these are updated and supplemented - in particular recently in light of this pandemic situation and technological developments.

What do you think is the biggest challenge facing women in 2021?

The intense integration of the different roles played by a working mother was dramatically accentuated in 2020. I believe this challenge will extend throughout 2021 and may make it difficult for some women to maintain their careers or satisfactorily progress them. Hopefully with the challenge being more familiar now and perhaps less intense than in the early stages of the pandemic, more women may be able to avoid compromising their careers and the burn-out!

What does "Choose to Challenge" mean to you?

Well, for me, it means that no matter where we are coming from, how different our cultural backgrounds or our practice specializations, our problems and issues are ultimately the same. Choosing to challenge these differences brings a positive note of resilience - there are always lessons we can learn from others.



Amy Greer

Partner, co-chair of North America
Financial Regulation &
Enforcement Practice
Baker McKenzie, New York

What do you enjoy most about working in the Financial Institutions industry?

I find the work endlessly interesting; our clients are consistently finding creative ways to make money for themselves and their customers; and regulators, similarly, seek interesting ways to apply existing laws and rules to these new products and methods. The work is never dull and there is always something new to learn.

What are the biggest legal and regulatory challenges facing Financial Institutions?

The biggest challenges would be the acceleration of the digital transformation and remote operations, together with the management of those risks, presented by the COVID environment, coupled with more data driven enforcement investigations.

What do you think is the biggest challenge facing women in 2021?

Unfortunately, the challenges remain the same – being underestimated, even as so many multiple obligations fall to women to manage, and we do so brilliantly; being undervalued, for the contributions that we make to the success of our teams and communities, just to name a couple.

What does “Choose to Challenge” mean to you?

Standing up and speaking out when I see bias, even where it might be unintended, and ensuring that women are afforded equal opportunities.



Caroline Griffin-Paine

General Counsel, Colt

What do you enjoy most about working in the TMT industry?

The TMT sector has always been driven by innovation. We are constantly striving to transform how we do things, and that's a powerful energy to be around. It's been inspiring to work in a business that was able to keep societies running even when the whole world stopped. The technology and telecoms sector helped people, businesses, governments and economies to function remotely during the pandemic.

What are the biggest legal and regulatory challenges facing your industry?

Cloud providers are now providing telecoms services to their customers. This drives demand for our services and we enjoy close relationships with these strategic customers but regulation is evolving and not always consistent across countries.

We also need to reconcile global commercial realities with increasingly localised regulation. For example data localisation, when countries require data to be kept in-country and national rules on content monitoring, service licensing, etc. applied to cloud-based offerings, which are global in nature.

What do you think is the biggest challenge facing women in 2021?

The recent McKinsey Women in the Workplace report suggested that the pandemic could set gender equality back half a decade. The challenges of juggling work and caring roles have been amplified during Covid, and from an intersectional perspective – women who are also part of an ethnic minority background, older women, those with health issues will be impacted further. We need to double down on mentoring, sponsorship and initiatives such as Returners@Colt to provide structured support and build confidence. Role models are also important and at Colt we are lucky to have Keri Gilder as our CEO – one of the very few women leaders in the sector.

What does “Choose to Challenge” mean to you?

Taking the best of the new normal or “new better” (thanks Greg Case @AON) that we have learned over the last year and embracing the best ways of working to embrace flexibility, celebrate diversity and consider mental health. In my team we have always supported remote working but I'm glad now this is for everyone. The work the GC Council for Diversity and Inclusion is doing around sustainability in the legal profession will also make a real difference and I am delighted that Baker McKenzie will be a lead partner in this initiative.



Yolanda Herran Azanza
GC and Head of Legal, Acciona

What do you enjoy most about working in the EMI industry?

I enjoy working in an industry/area (Renewables) which has a positive impact on the world and aims to make people's life better. Indeed, to work and contribute for a better and more sustainable world for our future generations is a great mission, of which I am proud.

What are the biggest legal and regulatory challenges facing EMI?

From the Renewables industry perspective, the biggest challenge it is to spread the message about the need to change the energetic model towards a decarbonized model, the urgency of implementing the energy transition through many jurisdictions and help them to improve their legal and regulatory framework to foster such development. It is also to make room from a continued and consistent improvement of the market's conditions despite the political changes and different agendas of each jurisdiction. Sometimes it is about securing that we do not go back and give up on significant legal improvements.

Another area which presents a significant challenge is Cybersecurity. Our industry is being transformed from a digital perspective and to keep data - which is very valuable - secure is a challenge.

What do you think is the biggest challenge facing women in 2021?

To keep balance between work and private life is still a big challenge for women. Although the pandemic showed us we could adopt flexible working models and still be very productive, it brought work home - which made time management more difficult.

What does "Choose to Challenge" mean to you?

For me "Choose to Challenge" is to give visibility to women's successes, celebrate our achievements and challenge the preconceived idea that there are limits for women to have success and assume leadership roles. It is to fight the concept that, to succeed in professional life, women must give up from family or motherhood or even their personal life.



Jane Hobson
Partner, Corporate M&A,
Global Transactional
Healthcare Lead
Baker McKenzie, London

What do you enjoy most about working in the Healthcare & Life Sciences sector?

The sector is dynamic, innovative and covers such a huge range of businesses that it brings different challenges each time you engage with it. I share the huge passion for the ultimate goal which is to improve patient outcomes and address unmet medical needs - ranging from the highly complex cures for devastating diseases to ensuring equality of medical supplies to developing markets.

What are the biggest legal and regulatory challenges facing Healthcare & Life Sciences?

The pace of change in regulation is not fast enough and innovation in the sector looks set to continue to outstrip legislation - keeping compliant in truly innovative areas can be challenging when trying to apply legislation that is not fit for purpose.

What do you think is the biggest challenge facing women in 2021?

We have seen a pause on the pace of change due to Covid-19 and I think we will also see a decline in confidence/mental health and anxiety issues as we come out of lockdown and seek to return to some level of normality. I hope that we can quickly reset and lead the charge again but this will require huge effort from all of us.

What does "Choose to Challenge" mean to you?

Where we see one of our fellow colleagues, friend or family member lack the self-belief to succeed - help them with encouragement and build their confidence - success is built from it.



Barbara Levi
Chief Legal Officer,
Rio Tinto

What do you enjoy most about working in your industry

Our purpose is to produce materials that are essential to human progress. I truly enjoy the impact that we have every day on humankind and the world in which we live in. We need to pioneer innovative ways to do it in a sustainable way for our industry, our stakeholders, particularly our communities, and for generations to come. That impact is what makes me get up every morning and work with a smile on my face.

What are the biggest legal and regulatory challenges facing your industry?

Increased scrutiny from regulators around the world, especially in the ESG area. This is a reality of the world where we live and it will not get any easier in the future. I think that it is also what makes my job so stimulating and interesting. You always need to think ahead and not only prepare the company in terms of having the right processes and controls (which of course are very important), but also to have the right culture and mindset at all levels in the organization. I think one of the key shifts that we are driving, and need to continue to embed is the move from "what is legal" to "what is right".

What do you think is the biggest challenge facing women in 2021?

While progress has been made in the past few years, we still have a significant way to go to drive true equality for women in society. This is especially true, in parts of the world where women have very limited rights and where rights exist, but the lack of access to information, financial independence and other factors mean woman cannot access those rights in practice. Indeed, even in more advanced economies and progressive societies, where at least on the paper we are all equal, we read every day about pay inequality and that the majority of the senior roles are still held by male colleagues. In a recent survey about the legal profession in FTSE 100s companies approximately 30% of GCs are female (this is less than it should be, but still higher than the number of female CEOs of the same FTSE 100s companies). When we consider this alongside metrics for women from minority background, the numbers are significantly worse. So clearly there is a lot of work to do.

What does "Choose to Challenge" mean to you?

It means encouraging people to stand up and challenge the status quo. It means calling out behaviours that are not respectful or inclusive. From my side, I choose to challenge the sentence "we have always done it this way"!



Krista McDonough
Senior Vice President, General
Counsel and Chief Sustainability
Officer, Capri Holdings Limited

What do you enjoy most about working in the CG&R industry?

I love that fashion, in particular, is a way for individuals to express themselves. Fashion law is really just business law at a fashion company, and touches on many facets of law ranging from intellectual property, employment, real estate, marketing, privacy, and international trade, to name a few. While my job is not nearly as glamorous as the brands I represent, I enjoy problem-solving for creative individuals. It requires me to use a very different skill set than the traditional legal skills you are taught in law school.

What are the biggest legal and regulatory challenges facing CG&R?

COVID-19 has had a tremendous impact on the retail industry. The health and safety of employees and customers is certainly top of mind as retailers navigate guidance from national and international health organizations and government legislation and otherwise manage employee and labor relations issues. The widespread government shutdowns resulted in almost entire retail fleets being closed, forcing retailers to take a hard look at their business interruption insurance and lease obligations and generally rethink the way they connect with customers. There is an increased emphasis on e-commerce and digital and so cybersecurity and privacy risks have to be carefully managed. In addition, sustainability and corporate social responsibility continue to be an important focus for the industry, particularly as it relates to supply chains and social issues, like diversity and inclusion.

What do you think is the biggest challenge facing women in 2021?

I know many women, myself included, who have struggled with work-life balance. We wear so many hats during the day – employee, spouse, mother, sister, daughter and friend. Some days we are able to do all things and others are a struggle. And just when we thought that maybe we figured it out in whatever way worked for us, the world was turned upside down, and we are trying to work while simultaneously home schooling or taking care of young children. I think we will continue to see companies allowing for remote work post-pandemic which is great because it allows women more flexibility, but at the same time the work-life balance paradox becomes even more challenging because now your work is literally in your home.

What does "Choose to Challenge" mean to you?

"Choose to Challenge" is not just about recognizing gender bias. It's about taking action and doing it in a constructive way to effectuate change. We are each responsible for our own behaviors, and we cannot control what others say or do. But we can listen to each other, learn from one another and educate each other, and do it with an open mind and kind heart. Challenge in a way that empowers and uplifts women without being divisive.



Dr. Antje Michel
General Counsel, CSL
Behring

What do you enjoy most about working in the Healthcare & Life Sciences sector?

What I enjoy most is seeing the incredible impact that our therapies have on the health and wellbeing of patients, many of whom suffer from serious and life threatening diseases. It's both humbling and gratifying, and I'm privileged to be a part of the global effort that CSL Behring has undertaken to advance patient care.

The purpose and meaning of the work we do is extremely powerful, from the therapies we currently provide to the development of innovative breakthrough products and technologies. I am also extremely fortunate to work alongside colleagues who everyday demonstrate remarkable passion and dedication to delivering on our promise to patients. It's tremendously inspiring.

What are the biggest legal and regulatory challenges facing Healthcare & Life Sciences?

One of the greatest challenges facing our industry is product accessibility. All of us as stakeholders in the healthcare system need to do better to ensure that patients who are in need of critical medicines can get them. This is particularly important for those suffering from serious and rare diseases, whose medicines are often not discretionary. Unfortunately, the complexity and duration of regulatory and reimbursement processes across regions and countries worldwide can make it difficult for patients to get essential medicines. We are making good progress in many places, but much work still needs to be done.

What do you think is the biggest challenge facing women in 2021?

I'd say it's confidence. What I've seen is that women frequently struggle to find confidence. Confidence in their own skills and confidence in their ability to have a meaningful and rewarding career. Often ordinary life choices, such as having a family can make women feel insecure, particularly in the workplace. Women often view their need to balance family and work priorities as a weakness. However, this is not the truth. Women need to overcome unhealthy self-consciousness, self-criticism and perfectionism. Women can balance work and family priorities and have exceptional careers. They should not be shy about showing and living this confidence, be self-assured and achieve their goals.

What does "Choose to Challenge" mean to you?

To me, Choose to Challenge is an important initiative. It gives women an opportunity to celebrate their achievements and motivate others. Positive role models are incredibly important, as they can motivate young females to talk about and pursue their career aspirations. I hope that International Women's Day is a catalyst for women worldwide to reflect on their career goals, to remember that anything is possible, and to reach out and inspire one another to be the very best they can be.



Laura Muir
General Counsel, Barclays UK

What do you enjoy most about working in the Financial Institutions industry?

I think it is the diversity of opportunity and the challenge. Financial Services has had a bad press for many years but it is one of the cornerstones of our society and economy and, dare I say it, a force for good. Working in an industry that can make a tangible and lasting difference to the economic lives of individuals and their communities and support real social change is both motivating and inspiring.

What are the biggest legal and regulatory challenges facing your industry?

The list is quite long so I'm not sure where to begin. I think Financial Services has already undergone significant regulatory and cultural change since the financial crisis and most in the industry would acknowledge that it is better for it. The focus is now on the evolution of the industry as it develops alongside changing societal needs and how customers interact with the industry. Ensuring robust frameworks for data, digital interactions, the use of new technologies and new asset classes I think will be the biggest immediate challenge as well as making these fit for purpose globally.

What do you think is the biggest challenge facing women in 2021?

I think the biggest challenge will be keeping the faith and maintaining resilience in what has been an extraordinary test of collective resilience throughout the pandemic. There have been lots of changes to how we live and work, some positively impacting women and others with a less positive impact, so I think the task for 2021 is how to take stock and try to build on the positive changes whilst acknowledging that there may now be different challenges to tackle.

What does "Choose to Challenge" mean to you?

Choose to challenge for me is walking the walk as well as talking the talk. It is comfortable to allow the status quo to persist. It is uncomfortable to speak up, be vocal and call out inequity and disparity of treatment. So it is about watching, listening, empathising and getting uncomfortable.



Joanne Jirik Mullen

Chief Compliance Officer &
Chief Employment Counsel
Ecolab

What do you enjoy most about working in the specialty chemicals industry?

I enjoy the diversity of the work. In any given day, I might be working on manufacturing issues or employment issues; talking with chemists, sales people or other lawyers. The wide range of issues keeps me on my toes.

What are the biggest legal and regulatory challenges facing your industry?

From my perspective, one of the biggest legal challenges is compliance. In our industry, we operate all over the world, with state-owned entities, third-party intermediaries and many other actors. Our strong compliance program is one of the central reasons why Ecolab has been consistently recognized as one of the world's most ethical companies, and for us to continue that track record of success, it's critical that everyone we transact with understands our mission and values.

What do you think is the biggest challenge facing women in 2021?

Now more than ever, women feel like they have to do it all. I have heard again and again from female colleagues that the pandemic has increased the burden placed on them for childcare, schooling and caretaking. Our job as a management team is to make sure that we as an employer set reasonable expectations and are respectful of boundaries. We need to make sure that we do not constrain women's opportunities because of these competing responsibilities. With all the uncertainty facing us in 2021, we cannot lose sight of this issue.

What does "Choose to Challenge" mean to you?

To me, "Choose to Challenge" means challenging yourself. I say, challenge yourself, be uncomfortable and fake it until you make it. Move outside your comfort zone, and dare to take on new opportunities or projects, with a new group of colleagues. You may feel "unsafe", but rely on your instincts, common sense and allies, and you'll be fine in the end.



Veleka Peeples-Dyer

Partner, Chair of the
North America FDA Group
Baker McKenzie, Washington DC

What do you enjoy most about working in the Healthcare & Life Sciences sector?

With over 20 years in the biopharmaceutical industry, I am very passionate about the mission of the industry, which every company will put into their own words but is usually based on the same general concept of developing products that can positively impact patient lives or be utilized to positively impact patient lives. I enjoy assisting companies in working towards their goals in my roles as in-house legal and compliance counsel focused on one company and as outside counsel with a wide range of clients.

What are the biggest legal and regulatory challenges facing Healthcare & Life Sciences?

Our area of law, which encompasses a wide range of other areas of law including compliance, is fraught with challenges, as developing products, bringing them to market and keeping them on the market has become more and more complex with all the traditional issues compacted by new issues that arise from advances in technology - most notably privacy and related data protection issues - supply chain concerns, access to and use of information, including advertising and promotion over various social media platforms, pricing and reimbursement, importation, and compliance concerns from almost every federal and state government agency in the US and abroad. The issues are innumerable, but I believe that life sciences companies are committed to continuing to strive to compliantly develop products that can impact our lives.

What do you think is the biggest challenge facing women in 2021?

I'm not sure that our challenges as women or as Black women in particular for me have changed in 2021 versus other years. We still strive for equality across the board in every area of our lives; we are still fighting against so many stereotypes and biases - both conscious and unconscious. I believe what a Black woman may feel is the biggest challenge facing her in 2021 very likely depends on the stage she is in her life.

What does "Choose to Challenge" mean to you?

To me as a Black woman, when I hear the phrase "Choose to Challenge," I think of the many interactions I have, both professional and personal, and how it really isn't a choice but rather our obligation to ensure that we spend our lives being very intentional about who we are and continuing to stand-up for ourselves and others in this constant battle against gender, racial, ethnic and other inequities, biases and inequalities.



Kullarat Phongsathaporn

Partner, Financial Services
Baker McKenzie, Bangkok

What do you enjoy most about working in the Financial Institutions industry?

Working in the financial regulatory field gives me an opportunity to contribute to the development of the laws and regulations which need to be adapted to this dynamic industry.

What are the biggest legal and regulatory challenges facing Financial Institutions?

Financial institutions are subject to an ever-growing and sometimes fast-changing set of regulations globally, resulting in higher compliance costs while being forced by the market to provide cheaper products or services.

What do you think is the biggest challenge facing women in 2021?

Sadly, access to equal opportunities is still the biggest challenge facing women in 2021. Gender inequality is experienced differently across different cultures and societies. It still exists in many angles, be it education, career development, political power, health, credit, etc.

What does "Choose to Challenge" mean to you?

Believing in equity and having the courage to call out and take action when you see gender bias and inequity, benefits of yourself, but also for other women, and the world.



Emma Press

Senior Director, Ethics
and Compliance APAC and
Legal & Compliance ANZ,
Medtronic

What do you enjoy most about working in the Healthcare & Life Sciences sector?

Working in an industry with a strong, genuine purpose to improve the lives of patients is hugely rewarding and motivating. It also means I'm working with others who have a shared passion and that results in a common goal of excellence and going the extra mile. The industry is founded on R&D and innovation so I also enjoy the challenge of continuous improvement and creative thinking.

What are the biggest legal and regulatory challenges facing Healthcare & Life Sciences?

As the Medtech industry enters negotiations with Government and other stakeholders in relation to Prosthesis List reform, price versus a value based outcomes approach to access continues to be a key issue. Privacy and Data also remain a key challenge.

What do you think is the biggest challenge facing women in 2021?

Culture change takes time, but right now it will take another 100 years to achieve gender equality based on the current rate of progress. In the face of COVID-19 and economic crisis, our efforts will need to increase during 2021 if we are to avoid losing another 10 years to achieve gender equality as economic slowdowns not only disproportionately affect women but also trigger gender equality topics to slip down government and corporate agendas.

What does "Choose to Challenge" mean to you?

To me it means to mindfully continue to challenge the inbuilt expectation that men will be in charge and that women too often never assume an entitlement to lead. Our slow pace of change means that we will not realise gender equality in my daughter's lifetime. I'm too impatient to wait that long. Creating free-from-gender limits environments for our children and female work colleagues will empower them to aspire to lead.



Rena Reiss

Executive Vice President
and General Counsel,
Marriott International

What do you enjoy most about working in the hospitality industry?

It's a people business. We're engaged with people in a myriad of situations – vacations, business trips, happy occasions like weddings and other celebrations, difficult situations like funerals and visiting sick relatives. As much as we all love and have grown dependent on technology, it's no substitute for a warm and welcoming smile and human engagement.

What are the biggest legal and regulatory challenges facing hospitality?

In the short-term, trying to figure out how to contend with the ever-changing rules about travel restrictions, quarantines, shut-downs, vaccine distribution and all the other very real challenges posed by COVID. In the longer term, information security, privacy and technology regulations and restrictions, especially as our global businesses become more reliant on data and technology as we improve our ability to serve the needs of our customers.

What do you think is the biggest challenge facing women in 2021?

We've seen that COVID has hit women hard, and I'm referring to more than the very real toll of the disease. Many women are front-line essential workers, many of whom are women of color, who must go to work or face economic devastation for themselves and their families. Hard hit industries, like hospitality, have suffered enormous job losses. And we know that women have been disproportionately challenged by the lack of day care and in-person schooling; some reports on the impact of COVID say the progress of women in the workplace has been set back a decade or more. On the other hand, I'm hopeful that remote work for those who can take advantage of it may usher in a new era of flexibility in the workplace.

What does "Choose to Challenge" mean to you?

Choose to Challenge means choose to listen, choose to question and choose to act. And always choose kindness.



Jo Levy

Vice President and General
Counsel Asia Pacific and
Japan, Intel

What do you enjoy most about working in the TMT industry?

What I enjoy most about working in tech is the opportunity to help create world changing technology that enriches the lives of every person on earth. We are living in an incredible time, where ideas that appeared only in the science fiction books of my youth have become reality. The pace of technological change will inevitably lead to changes in legal and regulatory systems, as well. We have an opportunity to shape the future.

What are the biggest legal and regulatory challenges facing TMT?

As technology becomes even more critical to the well-being of society, governments' interests in technology – on national and international bases – have never been greater. Debates about the role of technology companies and government regulation, focus on supply chains, and increase in regulations are likely to remain a key focus throughout 2021.

What do you think is the biggest challenge facing women in 2021?

It's clear that working remotely is here to stay. This will change the ways we communicate, network, and seek out new opportunities. Of course, these changes will apply equally across all genders. It's hard to say whether less time in-person with colleagues, clients and customers will make it more difficult for women to gain visibility and take on new opportunities, or whether it will help level the playing field. This is an area we need to monitor to ensure implicit biases don't take root in the new way-we-work.

What does "Choose to Challenge" mean to you?

Choose to Challenge is a call to action for everyone to take a fresh look at our workplace, our society and our behaviors. To continue to improve our world, we need to challenge our own thinking and how we do things. And we need to have the courage to speak up and challenge the way things are done in our workplace, as well as the behavior of others when it doesn't reflect our values.



Claudia Schulke

General Counsel EMEA, Intel

What do you enjoy most about working in the TMT industry?

As a business lawyer in the tech industry you get involved early on in the development of completely new technologies long before they hit the market and sometimes even long before legislation exists for these new technologies. You have the opportunity to learn from very smart developers how these technologies work, which is key in order to understand potential risks. Only that enables you to provide quality legal advice. You also learn to understand how engineers think and how you most successfully communicate with them, which is key in order to be able to tailor your legal advice accordingly. And if you ask nicely, you always find a kind techie colleague who teaches you how to code; or gives you a tour through a test lab; or shows you how to install a new hard disk in your laptop; or even lets you fly a drone. I mean, how cool is that?

What are the biggest legal and regulatory challenges facing TMT?

The two most interesting challenges in the tech sector are certainly autonomous driving and artificial intelligence.

Legislation in these areas is still forming and even more interesting than the legal aspects are the ethical considerations underlying these new technologies. As an example: today engineers are programming machines and are teaching them to make important decisions. How do we make sure that developers are not feeding these machines with existing human bias?

Just think of an autonomous car that needs to make a split second decision if to save an old white woman for a young black boy. Or think of a program that helps pre-sort candidate CVs during the hiring process. If the algorithm is infected with bias, it may well happen that women or underrepresented minorities are eliminated from certain job offers.

What do you think is the biggest challenge facing women in 2021?

The pandemic is hard for everyone, but I think there is a particular risk for women that we fall back into old stereotype roles when it comes to balancing work and care of children and/or elderly parents etc. On the other hand I think that 2021 is a year of great opportunities. Companies and firms are rethinking their working models, so this is a great time for women to take an active part in creating a new working model that offers much more flexibility.

What does "Choose to Challenge" mean to you?

Choose to challenge means to be aware of what is holding women back and to walk through life with open eyes and then just do it, change whatever you can change.

Everyone can make a change and even a simple act of kindness and support can have a long lasting impact. So sleeves up everybody!



Delphine Sak Bun

General Counsel for UK & Ireland,
Atos

What do you enjoy most about working in the TMT industry?

I enjoy the fact that IT is everywhere and that it is directly designing the shape of our future. Not only is our industry at the heart of every business it is also helping building a more sustainable, ethical and environmentally friendly future.

What are the biggest legal and regulatory challenges facing TMT?

The impact of Brexit specifically on data protection. We are also keeping a close watch on the proposed changes to the public procurement regime.

What do you think is the biggest challenge facing women in 2021?

Due to the pandemic, women have had to adapt their daily work to decide how to tackle current demands on caring responsibilities alongside their own future ambitions. This is particularly relevant for those women who are managing childcare or other caring responsibilities alone, without the support of a partner or family. Women are facing decisions about their roles at work that have a direct impact on their current situation as well as their future expectations.

What does "Choose to Challenge" mean to you?

"Choose to Challenge" is an opportunity to show my support and acknowledge that I have a role to play in choosing to challenge gender bias and inequality. For me it is choosing to live my values authentically by supporting greater gender equality in my work life, the same way that I would in my personal life.



Laura J. Schumacher

Vice Chairman, External Affairs
and Chief Legal Officer,
abbvie

What do you enjoy most about working in the Healthcare and Life Sciences sector?

On a professional level, what I enjoy most about the Healthcare and Life Sciences sector is the complexity of the issues in a highly regulated and ever-changing environment. Every day requires creativity, learning and growth. On a personal level, it's the ability to contribute to lifesaving therapies that have a tremendous impact on patients' lives when they are needed the most.

What are the biggest legal and regulatory challenges facing Healthcare and Life Sciences?

The Healthcare sector faces significant challenges in how to ensure access to quality healthcare while balancing costs. The COVID-19 pandemic continues to put pressure on every lever in the healthcare system and has only exacerbated the problems that previously existed in access, quality and costs.

What do you think is the biggest challenge facing women in 2021?

The pandemic has been incredibly tough on women – they've had to manage through so many challenges. I'm really disheartened by the number of women who have had to drop out of the workforce due to the pandemic-related pressures of juggling remote working and family obligations, and I think these challenges will unfortunately continue through 2021. It took us decades to make these strides in the workforce, and the pandemic sent us spiraling back.

What does "Choose to Challenge" mean to you?

Choose to Challenge to me means that each of us has a personal responsibility to advance the cause of equity, and we need to opt-in to being changemakers. As individuals we must demand the change we want to see and use our positions to impact positive change in order to collectively move forward.



Ritva Sotamaa

Chief Legal Officer & Group
Secretary, Unilever

What do you enjoy most about working in the CG&R sector?

What I love about our industry is the need to stay alert regarding consumer preferences, have the understanding of consumers and their needs and wants around the world and the speed and agility that is required to constantly respond and cater to those. It is a perspective that you uniquely get in this industry, how people live around the world in different circumstances and cultures and how you can make their every day life better and easier.

What are the biggest legal and regulatory challenges facing CG&R?

Unilever is extremely global, essentially serving people in every corner of the planet. This means, the legal and regulatory challenges we face are very different depending what country we speak of. I think I have repeated for 20 years now how regulation is constantly increasing around the globe – and that still holds true. In addition, operating with high sustainability and ethical standards and meeting the associated governance and transparency expectations will continue to be a significant focus area.

What do you think is the biggest challenge facing women in 2021?

There are so many challenges that women still face in 2021 and they range significantly depending on the country we speak of, so I am not sure how to do justice to this question. Access to education is one important unlock, but even where educational opportunities are present, women still earn less than men and often have a harder time to reach top positions in businesses or government. What is positive though is how men are increasingly getting involved to drive change and I am optimistic that change will only accelerate in the future.

What does "Choose to Challenge" mean to you?

Choose to Challenge really speaks to me about not just thinking but acting. It is one thing to have a point of view, another completely to take action to drive the change you want to see. Therefore, Choose to Challenge is to me about the pledge to get engaged to make a personal difference. This is also why I feel passionately about our General Counsel for Diversity and Inclusion initiative that I am steering with several other GC colleagues.



Natsuko Takei
SVP Legal, Compliance
and Privacy, Sony

What do you enjoy most about working in your industry?

What I enjoy most is that I get to feel connected with people of different industries and different regions, despite our differences, by getting involved in 6 different businesses that Sony has and are deployed internationally. Also, many societies are turning curves that new technologies have been creating, which is quite interesting and exciting.

What are the biggest legal and regulatory challenges facing your industry?

I feel that the biggest legal and regulatory challenge is the changes that are happening or expected to happen to our society due to new technologies. Regulations to a certain extent must come into play to create a fair and peaceful society. Until regulations come into play, we have to make our own judgement to pursue what and how. This is in a way fun and at the same time, requires accountability.

What do you think is the biggest challenge facing women in 2021?

The COVID-19 situations spotlighted some stereotype role perceptions of women and reminded us once again that they continue to be there. I used to believe choices that a person makes constitute the person and the person's life. I realized a while ago that the question is, does everyone have freedom to make choices. Each of us must think and take a tiny little step that each of us can, to realize such society where people can really make choices. And that should not be only for a small group of women but for all or many women. Everyone, not only women, will benefit from such tiny little steps.

What does "Choose to Challenge" mean to you?

"Choose to Challenge" for me is the very first step not to bore myself. Curiosity and challenge, I don't know which comes first for me, but these are sources of energy and challenge actually may be the quickest and the most efficient way to achieve something.



Olivia Tyrrell
Partner, Corporate
Baker McKenzie, Chicago

What do you enjoy most about working in the Healthcare & Life Sciences sector?

It is incredibly rewarding to work with companies that constantly are innovating and developing cutting edge therapies that have profound impact on people's lives. I greatly appreciate the opportunity to play a role in helping to bring their goals to life. The innovation and evolution in the industry provides an environment for challenge and growth that is personally rewarding.

What are the biggest legal and regulatory challenges facing Healthcare & Life Sciences?

The ability to bring products to market in a manner that creates more equitable access. Regulations need to keep up with the pace of change to help enable this. For example, a desire for more individualized patient care is driving an increase in tech-related solutions, as companies seek to expand their portfolios and advance digital offerings. However, laws have not evolved to keep up with the rapid pace of digitalization, intensifying the complexity.

What do you think is the biggest challenge facing women in 2021?

Trying to do it all and not taking care of ourselves. We constantly are told to find time for self-care, but society inherently lacks the ability to support this. Covid has exacerbated this further – including women leaving the workforce to care for others and not feeling like there was any other solution.

What does "Choose to Challenge" mean to you?

Using my voice and position to continue to champion the talented women around me and to support the lives they choose to live. There is no single right way to do things – but encouragement and support, especially with Covid having created additional difficulties, makes a difference. Both women and men can be that difference to younger generations and it is our obligation to use our voice.



Marcela Uribe

Vice President & General Counsel
ADP, Inc.

What do you enjoy most about working in your industry sector?

I enjoy the constant change and evolution. Payroll and HR are impacted by socioeconomic and political factors in every country. Prior to the pandemic, we were focused on data privacy and security. Those two issues remain key priorities in the industry but we also had to simultaneously assess and implement ever-changing regulations regarding furlough programs and other governmental assistance programs with the onset of the pandemic. The ways people were working and being paid were changing across the globe at an unprecedented pace. I assume there will be more to come this year.

What are the biggest legal and regulatory challenges facing your industry?

Since the advent of GDPR, we have seen many countries outside of the EU pass new data protection legislation. Thankfully, many appear to be broadly following the approach of GDPR at a high level, but it is critical to understand the differences in order to be compliant across multiple geographies.

What do you think is the biggest challenge facing women in 2021?

I think the biggest challenge in 2021 is trying to regain the ground that we lost in 2020. It's clear that women carry a disproportionate share of household duties during the best times, and this was exacerbated by the lockdowns and suddenly juggling working from home, remote learning if they have children and everything else. To make matters worse, the lockdowns also led to an alarming spike in domestic violence. Tragically, it feels like we took a giant step backwards and it will be a challenge to find a way the way forward.

What does "Choose to Challenge" (link in the email below) mean to you?

To me it means challenging the idea that women do not belong in business and leadership. It means showing up and speaking up. And by doing so, paving the way for the next generation of women, as so many have before us to allow us to be where we are today.



Elisabeth White

Partner, IP
Baker McKenzie, Sydney

What do you enjoy most about working in the Healthcare & Life Sciences sector?

The Healthcare and Life Sciences sector pivots fundamentally on research, innovation and collaboration. There are so many interesting and dynamic aspects to providing legal support to this sector - as clichéd as it may sound, in my experience across pharmaceutical, biotech and devices, the most inspiring part of working in the sector is the underlying fierce commitment to improving human lives.

What are the biggest legal and regulatory challenges facing Healthcare & Life Sciences?

Digitisation, virtual delivery of healthcare, data and privacy challenges are key challenges for industry, particularly in a COVID world. Governments and healthcare industry players must work together to rise to these challenges, and we hope to see significant collaborations across the healthcare and technology sectors. I also expect to see significant legal and regulatory challenges arising from the development and roll out of COVID-19 vaccines and therapies, including as to IP rights, expedited clinical trials and approvals, complex issues of liability, and access for less developed nations.

What do you think is the biggest challenge facing women in 2021?

Women are often disproportionately impacted during economic downturns and I suspect the dynamics of COVID-19 around the world will put exponentially more pressure on women in both corporate and home environments, as the constant "juggle" of working mothers involves many more balls in the air. As Governments and businesses focus upon economic imperatives, we also risk losing focus upon the broader policy and cultural issues where change must be mandated in order to advance gender equality.

What does "Choose to Challenge" mean to you?

To me, it means stepping up and speaking up - gently or stridently as the circumstances may require! Visibly supporting, inspiring and celebrating the successes of women colleagues and friends, and focussing on the next generation: raising boys and girls who do not accept gender as a barrier to any of their aspirations (and wonder why it would be).



Karen Yen

Global Managing Director,
Head of Litigation, UBS

What do you enjoy most about working in the Financial Institutions industry?

When I joined the bank 16 years ago, I had no appreciation for the breadth of services we provide, nor for the awesome potential for continual growth and evolution as a business. As a lawyer (previously a litigator and now advising the wealth management business), there has been no shortage of interesting and often completely novel legal issues to work through in these 16 years. It's really a dream job for someone who likes challenges.

What are the biggest legal and regulatory challenges facing the sector?

There is huge opportunity – as well as a great need – for the financial services industry to effectively navigate the ESG landscape. In particular, regulators will expect financial services companies to identify and mitigate our ESG risks, including by requiring climate stress testing and refining ESG-related due diligence monitoring, among others. Having a fully-integrated ESG business model will be key for differentiation in this industry in terms of risk mitigation, servicing clients' changing needs, and having a positive impact on the planet.

What do you think is the biggest challenge facing women in 2021?

We've seen that women continue to suffer the brunt of the impact of the pandemic, which has no end in sight. I feel very fortunate that my son has been in school since May and that I am able to work from home relatively seamlessly, but many others are having to juggle full-time work while also homeschooling and worrying about elderly parents. Balancing all of this and still being seen as committed performers and leaders will continue to be an uphill challenge for women in 2021.

What does "Choose to Challenge" mean to you?

"Choose to Challenge" means being committed to call out inequities even at the "micro" level which can be even more detrimental and long-lasting than more overt actions, and to prioritize pulling others up over one's own ambitions.



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