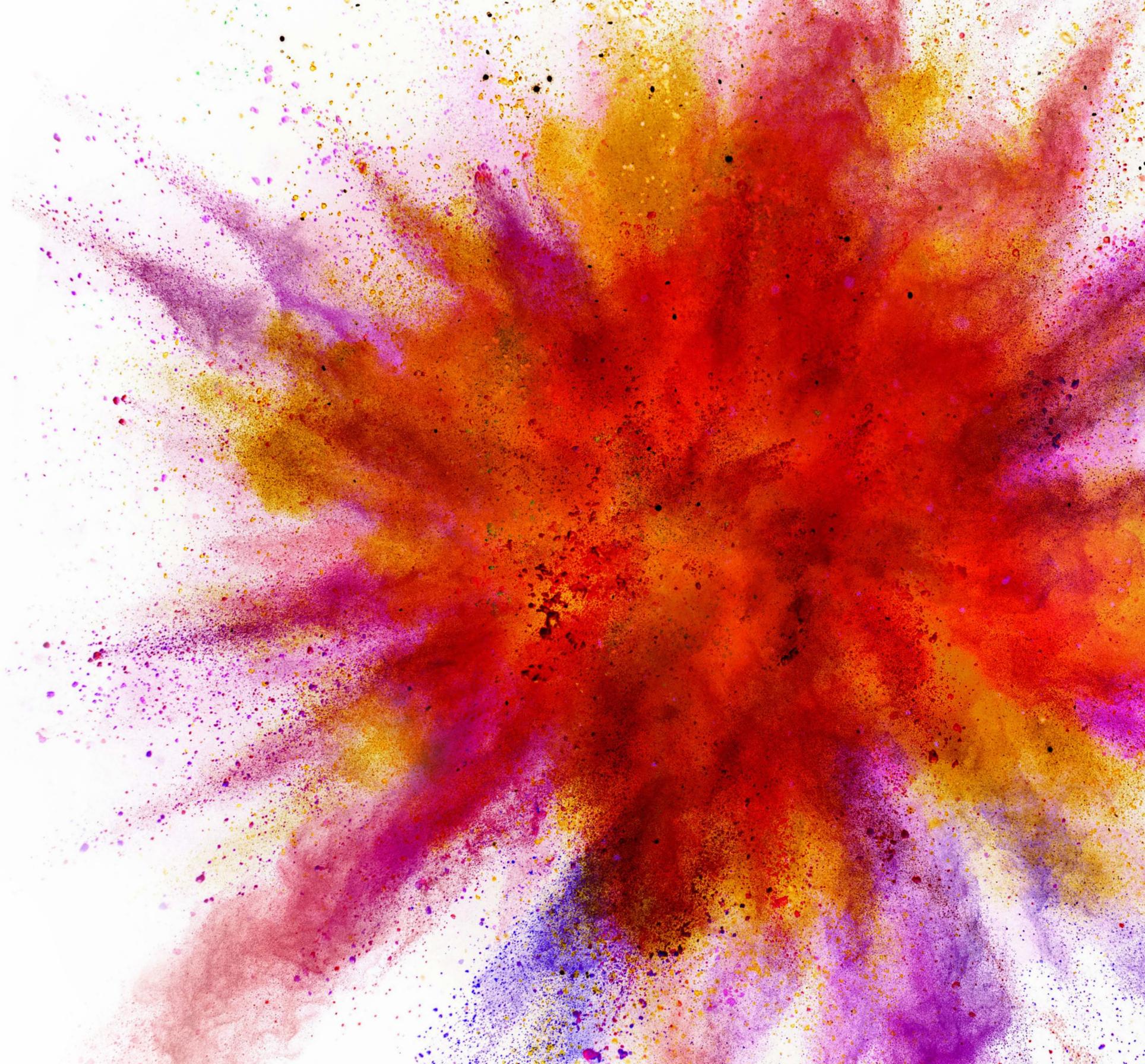


**Baker  
McKenzie.**

# **The Time is Now**

North America Inclusion and Diversity Report



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# The Time is Now

The challenges of the past year tested our Firm and our people in so many ways. This period of extraordinary stress underscored the crucial need to ensure that all of our people felt supported, welcomed, heard and understood. While we are sure we did not always get it right all of the time, we learned together, grew together and ultimately came out stronger.

While the past year brought acute challenges, it also raised awareness that the **time is now**. Our efforts to make a more inclusive, equitable and diverse workplace start with each of us and start today. Our goal remains the same — to create an organization where every person feels that they belong. We hope to empower our people to be a force for change within their teams, our Firm and our communities.

The following report highlights the impact of our inclusion and diversity (I&D) efforts during this unprecedented year, capturing the results of our work with our people, our communities and our clients.



**Colin Murray**  
Chief Executive Officer  
North America



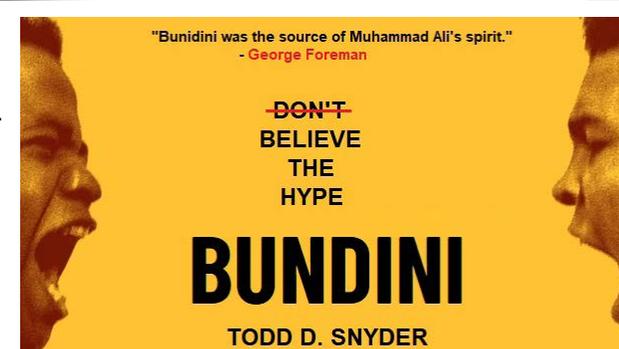
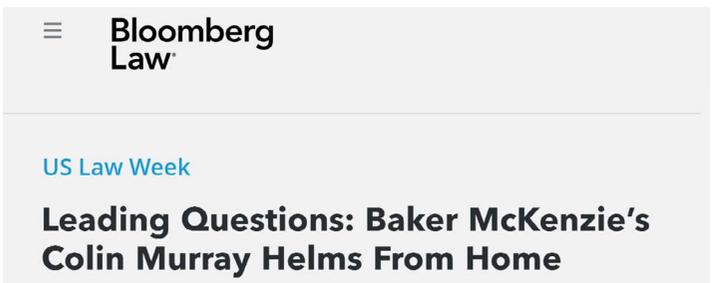
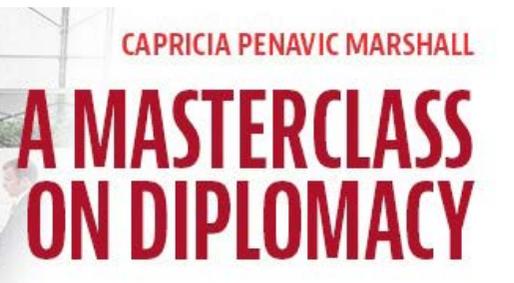
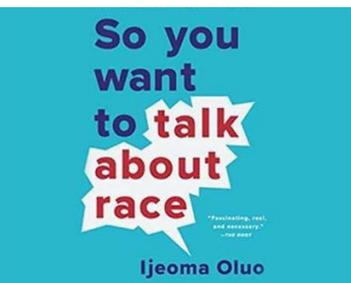
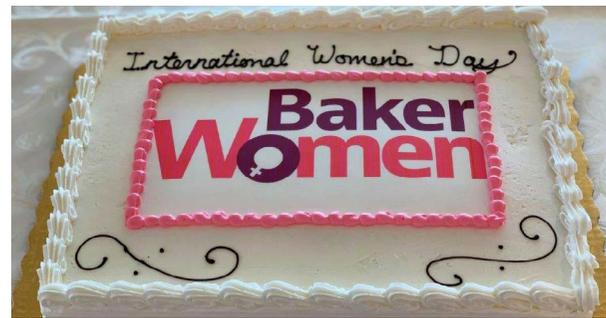
**Anna Brown**  
Chief Inclusion &  
Diversity Officer



**Marredia Crawford**  
Director, Inclusion &  
Diversity  
Americas

# A Year of Challenge, Change and Connection

Despite being virtual for much of the year, we engaged in important dialogue, forged connections and drove change through a range of impactful programming and initiatives.



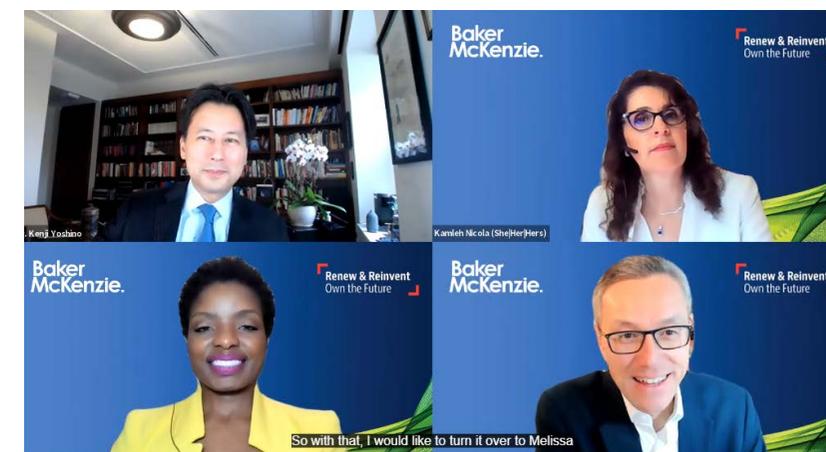
# Embedding Inclusion

Baker McKenzie's commitment to Inclusion and Diversity has taken center stage as an enabler of our Firm strategy and is fully embedded in our approach. Through targeted education and proactive engagement, we seek to empower our people, recognizing and amplifying their many different experiences.

## Engaging Our Leadership as I&D Champions

At the two-day Americas Meeting in Scottsdale, Arizona in February 2020, transgender educator **Avery Belyeu** captivated a group of more than 200 senior Firm leaders gathered for a discussion on gender identity, gender expression and engaging the next generation of diverse talent. The meeting's luncheon session for all partners and senior business professionals the following day centered on the imperative of operationalizing I&D, led by Harvard Law expert **David Wilkins**. The next morning, senior leaders from around the globe, including our Global Chair and North America Chief Executive Officer, gathered for a I&D Champions breakfast to share best practices, priorities, the alignment of I&D with Firm strategy and on-the-ground initiatives.

At our virtual Americas Meeting in April 2021, **Dr. Kenji Yoshino**, Chief Justice Earl Warren Professor of Constitutional Law at NYU School of Law, spoke on the phenomenon of "covering," or the strategy through which individuals downplay a stigmatized identity to blend in at work. Dr. Yoshino discussed how covering is harmful to both individuals and organizations and provided practical guidance to help individuals bring more of their authentic selves to the workplace. As part of the program, Partner Kamleh Nicola moderated a Q&A session with Dr. Yoshino. The program was introduced by Baker McKenzie Global Chair Milton Cheng.



# Embedding Inclusion



**Baker McKenzie.** Diversity Internal use only D&I Online

## Celebrating the International Day of the World's Indigenous Peoples

**Newsletter 1: Indigenous History in Canada**

**Introduction**

August 9th commemorates the International Day of the World's Indigenous Peoples. It is celebrated around the world and marks the date of the inaugural session of the Working Group on Indigenous Populations at the United Nations in 1982. Join us today and next week in honouring the history, heritage and contributions of First Nations, Inuit and Métis communities across Canada.

We recognize not only their historic contribution to the development of Canada, but also the strength of present-day Indigenous communities.

- To celebrate the International Day of the World's Indigenous Peoples, check out the following virtual event on **Monday August 10th**, from 9 am to 11 am Eastern Standard Time: The Indigenous Peoples and Development Branch – Secretariat of the Permanent Forum on Indigenous Issues/DISIDESA, will be organizing a virtual event bringing together Indigenous peoples' organizations, UN agencies, Member States, civil society and relevant stakeholders.
- The event will include messages from the UN Secretary General and the chair of the Permanent Forum, musical performances by Indigenous artists, and a discussion of the issues around HIV/AIDS and Indigenous Peoples.
- This year's theme is COVID-19 and Indigenous peoples' resilience.
- <https://www.un.org/development/desa/indigenouspeoples/international-day-of-the-worlds-indigenous-peoples-2020-2.html>

#WeAreNotNeutral, #WeAreIndigenous, #IndigenousDay, #IndigenousPeoplesDay

**Baker McKenzie.**

The Black Attorney Network Alliance presents Baker McKenzie's Black History Month Showcase:

## Celebrating Black History through the Contributions of Black Artists



**Baker McKenzie.** Martin Luther King Jr. Day January 2021

Dear Friends,

As we approach the celebration of Dr. Martin Luther King Jr.'s birthday on Monday, we look back on a momentous year that has left zero doubt that we must continue to fight the pernicious effects of racism. The concurrent health, economic and political crises have tested our institutions and our grit, and have illuminated and intensified the harsh and unrelenting reality of racial inequity. Equality for Black people and under-represented minorities remains one of our most urgent and existential challenges.

Dr. King's legacy continues to inspire us to do better, and his message is all the more poignant now more than ever in light of the recent violence in Washington, DC. As we look forward, let's join together in honoring his legacy by committing ourselves to anti-racism. Let's continue to learn, to grow and to speak up in the face of bias, bigotry and injustice, and let's have the courage and resolve to do what's right — not what's easy — and the strength of character to drive changes within ourselves, our Firm and our world.

Together we believe in Dr. King's legacy, and we will join hands in working toward a more just and equitable future.

Best Regards,  
Colin and the RMC

Colin Murray  
North America Chief Executive Officer

*"Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly."*

**TORONTO**

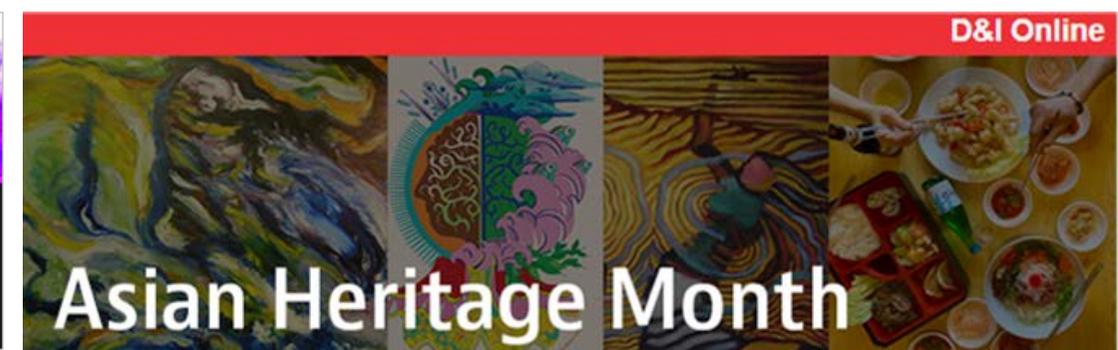
## 5th Annual International Day of Persons with Disabilities Event

22 March 2021

## Standing in Solidarity with our Asian Colleagues: Executive Committee Statement



**Baker McKenzie.** Inclusion, Diversity & Belonging



# Community. Authenticity. Inclusion.

## Inaugural Lawyers of Color Conference 2020



Our inaugural **Lawyers of Color Conference**, which took place January 2020 in Washington, DC, brought together many of our 175+ US and Canada lawyers of color, Firm leadership and other I&D champions from around the globe for two full days of meaningful dialogue and development.

The gathering aimed to strengthen our lawyers' community of support, provide significant learning and relationship-building opportunities and enable candid discussion and action-planning focused on furthering our inclusion and diversity goals.

Since the conference, Firm leaders have continued to work very closely with the Lawyers of Color Conference community to stay connected, provide mentorship and drive changes to support inclusion.



Diversity and leadership expert **Ritu Bhasin** led a workshop on the profound link between authenticity and inclusion and why it is critical for legal professionals to reveal cultural differences in how they work and lead.



**Werten Bellamy**, President, Stakeholders Inc., presented an interactive session on "Habits: The Hidden Architecture of Success." High performers do not achieve greatness by accident: their habits — the things they repeatedly do when no one is watching — form the foundation for their success.

# Community. Authenticity. Inclusion.

Inaugural Lawyers of Color Conference 2020

“ This was the first and only conference that engaged attorneys of all levels in a way that truly nurtured personally **meaningful dialogue** that would have a **lasting impact**.”



“ It was one of the best conferences I have attended in my life, and I have been to quite a few. It was **substantial, truthful, candid**, and the people I met were absolutely amazing.”

“ This was not just standard programming. These were **tough, candid conversations** that needed to happen and cut straight to the core things.”



# Investing for Tomorrow

## Building a culture of sponsorship and mentorship

### Championing Future Leaders

A key building block to achieving gender balance in our leadership is our **Leaders Investing For Tomorrow (LIFT)** sponsorship initiative for Baker McKenzie women. Launched in 2017, it continues to support talented partners in progressing to senior leadership roles. 100+ women partners, as well as 100+ senior sponsors, from our offices around the world have participated in LIFT since its launch. Many LIFT participants have advanced to equity partnership and senior roles at the Firm.

In addition, we launched the **RISE** mentoring program in the US in 2021. RISE is a 12-month program designed to advance the visibility and career development of mid to senior level associate women.

“ Huge impact. I have been involved in various leadership initiatives since.

“ It was a turning point in terms of developing my leadership role.

2020 LIFT Participant Feedback

### Women's History Month 2021 — The Purpose of Power: How We Come Together When We Fall Apart

Our Women's History Month program in March 2021 featured Alicia Garza, Principal at Black Futures Lab, Author of “The Purpose of Power” and Co-creator of #BlackLivesMatter. Alicia shared that, “Hashtags don't start movements. People do.” The thought-provoking discussion was moderated by Baker McKenzie Partners Erin Gladney and Teisha Johnson, as well as North America Director of Inclusion and Diversity Marredia Crawford. Nearly 400 people joined the event from our Firm throughout North America.



### 10th Annual Wine & Chocolate Tasting and Networking

Hosted virtually in January, the 10th Annual Wine & Chocolate Tasting and Networking event brought together close to 100 clients and BakerWomen for a mental health awareness continuing legal education presentation, followed by small group discussions in breakout rooms. The evening ended with a chocolatier-led tasting experience, where guests enjoyed truffles and wine sent to them ahead of the program.



“ Each of us, from senior leadership to mid-level managers, have a role to play in protecting the gains made in organizational diversity. Some of the most effective actions are ensuring that we are doubling-down on mentorship, stepping up to sponsorship, championing diverse talent and leaning into candor with those in our organizations.”

Anna Brown and Colin Murray in [Bloomberg Law](#)

# Connecting Through Affiliate Networks

Our affiliate networks, active in our North America region and in many offices globally, play an integral part in the Firm's inclusion efforts. These groups raise awareness, foster allyship, provide mentorship and offer opportunities for professional and business development. In 2020, we doubled down on efforts to strengthen cross-office connections and network affiliations.

## BAKERPRIDE + ALLIES

Co-chairs:

Brandon King, Associate, Washington, DC  
Andrew O'Brien-Penney, Director,  
Economics, Chicago

## BAKER ASIAN LAWYERS NETWORK

Co-chairs:

Eunkyung Kim Shin, Associate, Chicago  
Brian Lee, Associate, Chicago

## BLACK ATTORNEY NETWORK ALLIANCE

Co-chairs:

Christina Bullock, Partner, Chicago  
Alexandra Daniels, Associate, Chicago

## BAKER HISPANIC AND LATINX LAWYERS

Chair: Rocio Mendoza, Partner, Houston

## BAKERWOMEN NETWORK

Office chairs:

Kerry B Contini, Partner, Washington, DC  
Yuliya Kuchma, Associate, Washington, DC  
Elizabeth Ebersole, Partner, Chicago  
Sarah H Winston, Partner, Chicago  
Daniela Fonseca Puggina, Partner, Miami  
Roxana Gomez-Orta, Partner, Monterrey  
Nancy Hamzo, Partner, Toronto  
Stephanie Vaccari, Partner, Toronto  
Martha Mayorga-Luna, Partner,  
Guadalajara  
Esthefany Rojas-Valadez, Partner, Juarez  
Denmon Sigler, Partner, Houston  
Catherine Stillman, Partner, New York



We launched the regional BakerPride + Allies group with more than 50 members in September 2020, just four months after the initial discussion, and are now planning multiple events with input from members across North America. Our biggest accomplishment was being able to form and scale a brand new affinity group so quickly, and we are proud to have worked across offices to accomplish this task."



**Brandon King**  
Co-chair,  
BakerPride+Allies



**Andrew O'Brien-Penney**  
Co-chair,  
BakerPride+Allies



Our biggest accomplishment as a regional group was finding a way to cultivate a sense of community across the region and ensure all Black Attorney Network Alliance (BANA) members had a safe place to organize, communicate and process what turned out to be a very difficult year for Black Americans. We were also able to leverage our collective insight to host several meaningful events and discussions across the region devoted to honest communication, education and allyship."



**Alexandra Daniels**  
Co-chair, Black Attorney  
Network Alliance



**Christina Bullock**  
Co-chair, Black Attorney  
Network Alliance



Baker Asian Lawyers Network (BALN) was able to transition from a local (Chicago) group to a regional (North America) network. Specifically, our primary focus in transitioning to a regional network was to create a structure for BALN that can be sustainable and supportive of our long-term vision. We achieved such a structure by creating a Board of Directors consisting of partners and principals and by appointing office leads. Our Board of Directors was able to guide the BALN at a strategic level to be more impactful as a network within our Firm, and our office leads worked to promote participation and engagement at an individual/office level."



**Eunkyung Kim Shin**  
Co-chair, Baker Asian  
Lawyers Network



**Brian Lee**  
Co-chair, Baker Asian  
Lawyers Network



Unidos, our Hispanic and Latinx Lawyers group, serves as a community for the Firm's Hispanic/Latinx lawyers and business professionals. While several of the offices have had local affiliate networks, we launched a regional group in 2021 to help connect our Hispanic and Latinx colleagues across North America and to create opportunities for networking, mentorship and support."



**Rocio Mendoza**  
Chair, Unidos

# Antiracism in Action

Building on our commitment to racial justice, we united in proactive efforts to promote antiracism, develop allies, foster inclusion and empower diverse perspectives.

## Wellbeing

Prioritized the wellbeing of our Black colleagues by addressing the internalization of bias, as well as the impact of trauma on Black professionals.



Invested in expanding our PointOne Contact program to focus on antiracism and allyship. PointOne Contacts are a listening ear to bridge the gap between concerns at work and making a formal complaint.

## Active Listening & Learning

Launched an Active Listening and Learning campaign, enabling colleagues to share personal experiences.



Among the initial signatories of the Law Firm Antiracism Alliance, which aims to use the law as a vehicle for change to benefit communities of color and promote racial equity in the law and in government institutions.

## Antiracism Education

Introduced interactive antiracism education to aid a culture of accountability. Developed an Antiracism Educational Resource Guide.



## 125 hours of Billable Hour Credit

Pledged 125 hours of Billable Hour Credit in the US and Canada offices and up to 50 hours in Mexico for meaningful activities related to inclusion and diversity.



Commemorated Juneteenth as a paid Firm holiday across North America.



Committed to the removal of anti-Black systemic barriers negatively affecting the lives of Black Canadians.

We appointed the **North America Antiracism Task Force (ART)** to promote antiracism and build greater inclusion and equity within Baker McKenzie and in the legal industry. The Task Force workstreams are focused on:

- Recruitment
- Practice Groups
- Promotion
- Business Development and Integration
- Workplace Culture and Environment
- Community Engagement and Pro Bono
- Education and Training
- Accountability and Incentives, Policies and Practices
- Data, Benchmarking and Best Practice

## Antiracism Taskforce Chairs



**Maurice Bellan**  
Partner  
Washington, DC



**Denmon Sigler**  
Partner  
Houston



**James Wilson**  
Partner  
Washington, DC

# Collaborating

## Building for the Future: Baker McKenzie's Annual I&D Client Summer Scholars Program

Our first-of-its-kind I&D Client Summer Scholars Program provides a combined summer experience working at Baker McKenzie in addition to a corporate law department for select summer associates. Our Scholars also receive robust mentorship and training opportunities, with each Scholar assigned both a Baker McKenzie and in-house lawyer mentor to ensure they receive substantive legal work and ample opportunities for networking and career advice. In 2020, we partnered with nine of our clients to host nine I&D Summer Scholars.

“ This invaluable experience exceeded my expectations and I gained a ton of knowledge and perspective.”



**Cheyenne Williams**  
2020 Baker McKenzie  
Summer Scholar

“ I have made lifelong connections through the Law in Tech Diversity Collaborative (LiTD) program and it has been one of the most valuable experiences throughout my entire law school career.”



**James Tenrai**  
2020 Baker McKenzie  
Summer Scholar

## Partnering with the Association of Corporate Counsel (ACC) to advance inclusion

We teamed with the ACC to present interactive discussions with clients on pressing inclusion topics in 2020, for instance:

- **"Weathering the Storm: Inclusion and Diversity During An Economic Downturn,"** June 18, 2020 – Virtual Discussion hosted in partnership with the New York Chapter of the ACC
- **"Get Comfortable Being Uncomfortable by Engaging in Good Trouble: An Interactive Panel Discussion on Social Justice,"** September 24, 2020 – Virtual Discussion hosted in partnership with the Dallas-Fort Worth Chapter of the ACC

## 150+ Client I&D survey responses

in 2020, with increasingly nuanced inquiries

## 50+ Tailored Client I&D Presentations and Conversations

### WAYS WE COLLABORATE TO ADVANCE INCLUSION



Host joint I&D events, presentations & educational programs



Engage in development sessions



Establish mentorship programs

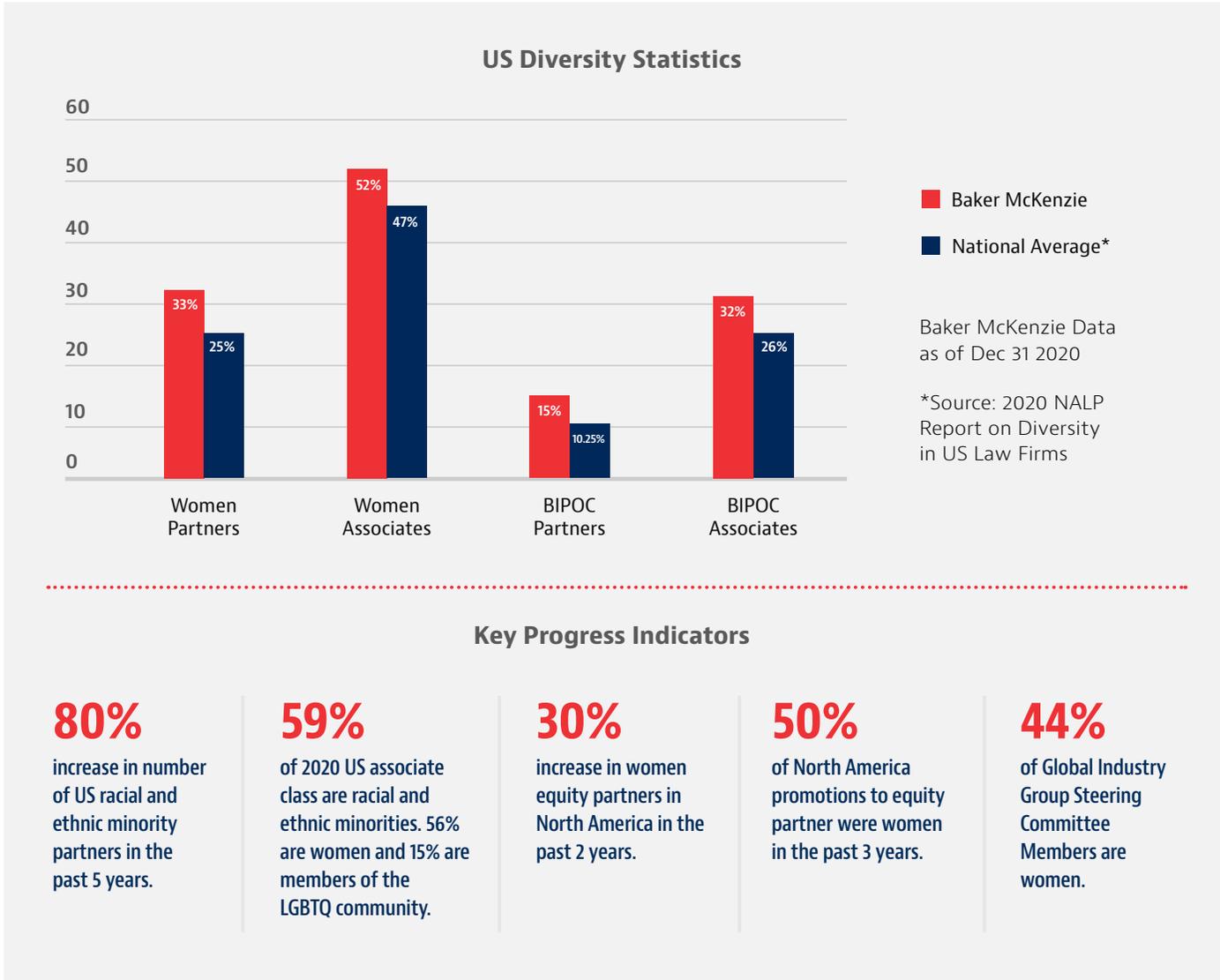


Team up on pro bono – e.g. Real Rights Racial Justice Initiative



Share global best practices through joint I&D leadership roundtables

# Measuring Progress



**We have been working toward specific gender and race/ethnicity targets for Firm leadership positions, including our partnership, and for all global committees.**

To meet our goal of gender equality at our most senior ranks, we set targets of 40:40:20 percent gender diversity by July 2025. The targets, which represent 40% women, 40% men and 20% flexible (women, men or non-binary persons), apply to partners, senior business professionals, committee leadership and candidate pools for recruitment to these roles.

To further advance the racial and ethnic diversity of our leadership, our US and Canada offices adopted targets for racial and ethnic minorities to comprise 15% of equity partners; 20% of non-equity partners and 15% of leadership by 2025. As of 2021, we have met or exceeded initial targets for racial and ethnic minority non-equity partners and leadership. This is a first step and there is still much more to do.

**“Our people are our biggest asset, and we need everyone to succeed. The policies are to ensure full meritocracy by reducing barriers, changing structures and allowing our talent equal opportunity.”**

**Constanze Ulmer-Eilfort**  
Chair, Global Inclusion and Diversity Committee

# I&D Beyond Our Walls

We are proud to collaborate with these outstanding organizations on furthering our Inclusion and Diversity mission both within Baker McKenzie and in our industry and communities.

- Alliance for Equality of Blind Canadians
- Catalyst
- Charting Your Own Course
- Gender & Diversity KPI Alliance
- Hispanic National Bar Association
- Human Rights Campaign
- Institute for Inclusion in the Legal Profession
- Lambda Legal
- Law Firm Antiracism Alliance
- Leadership Council on Legal Diversity
- Minority Corporate Counsel Association
- National Queer Asian Pacific Islander Alliance
- National Asian Pacific American Bar Association
- Street Law Inc.
- Women's Empowerment Principles

Through our inaugural **Baker McKenzie and National Black Law Students Association (NBLSA)** Tax Career Mentor Program, we hosted a mentoring program to educate NBLSA members about a career in tax law and to dispel the idea that one must have been previously interested in or need to have a background in tax, math or accounting to have success as a tax lawyer. Thirteen students from law schools across the US and Canada participated, meeting with Firm attorneys one-on-one and during group events throughout a 10-month period. We are thrilled that three program participants will be joining the Firm as Summer Associates in 2021.

“ I think the legal industry often confines I&D initiatives to recruiting, so I was glad that we focused this program on mentorship and knowledge-sharing. What I didn't appreciate, however, was that the sharing of knowledge and experiences would flow in both directions. I've learned as much — if not more — from my mentee as he has probably learned from me. Understanding their experiences, perspectives, concerns, hopes and motivations helps us all create a better workplace, one that more closely resembles the communities we live in. It is thrilling to see our mentees take steps in their careers with new jobs and accolades, and it makes me even more excited for what's to come.”

**Vivek Patel**  
Partner, Baker McKenzie



# Accolades



North America CEO Colin H. Murray was honored with the 2021 **Diversity Leadership Award** from the American Bar Association Litigation Section, recognizing his outstanding commitment to promoting full and equal participation in the legal profession.



For the second year in a row, earned the highest certification of **Mansfield Plus** from Diversity Lab.



Received the highest rating in this fourth annual survey by the **Human Rights Campaign in Mexico**.



13 Consecutive Years

Named among the **2020 Best Law Firms for Women** by Working Mother for our outstanding practices for retaining and promoting women attorneys. Also named to the inaugural Hall of Fame.



Honored with the 2020 award for Commitment & Investment from the **Chicago Committee on Minorities in Large Law Firms**.



Received a perfect score on the **Human Rights Campaign Foundation Corporate Equality Index** for the 11th consecutive year in the US.



Shortlisted by Chambers for **2020 North America Inclusive Firm of the Year** for our commitment to increasing opportunities for and the representation of diverse lawyers.



Received **Global Trans Inclusion Award** and named as one of **Stonewall's Top Global Employers 2020** – the definitive list showcasing the best multinational employers for lesbian, gay, bi and trans professionals.

# Looking Ahead

Despite the great strides we made in 2020 in creating a more inclusive Firm, our work is far from complete. The time is now to stride forward into 2021 with even more energy, hope and dedication. Join us on our journey to create a workplace of inclusion, antiracism, equality and belonging. Baker McKenzie is steadfast in our commitment to our Inclusion and Diversity goals, and we look forward to making continued progress in the coming year.

## Thank you to our I&D leaders and I&D Committee Members.

### North America Inclusion and Diversity Team

---

**Anna Brown**  
Chief Inclusion and Diversity Officer

**Marredia Crawford**  
Director, Inclusion and Diversity,  
North America

**Nydia Stewart**  
Manager, Inclusion and Diversity,  
North America

**Emilia Segatti**  
Inclusion and Diversity Specialist,  
North America

### North America Inclusion and Diversity Committee

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**J Richard Hammett**  
Partner, Chair

**Bobby Albaral**  
Partner

**Natalie Alhonte**  
Senior Manager, Global Marketing

**Ann Hopkins Avery**  
Director, Leadership & Learning

**Peter Chan**  
Partner

**Peter Engstrom**  
Partner

**Raymundo Enriquez**  
Partner

**Kristina Gajewicz**  
Director of Recruitment, Americas

**Rocio Mendoza**  
Partner

**Michael Morkin**  
Partner

**Robert Moore**  
Partner

**Colin Murray**  
North America Chief  
Executive Officer

**Kamleh Nicola**  
Partner

**Miguel Noyola**  
Partner

**John Quattrocchi**  
Partner

**Leah Schloss**  
Associate Director,  
North America Communications

**Joyce Smith**  
Partner

### I&D Committee Office Chairs

---

**Jennifer Kirk**  
California Inclusion and Diversity Chair,  
I&D Committee

**Marcos Basso**  
Houston Inclusion and Diversity Chair,  
I&D Committee

**Mackenzie Martin**  
Dallas Inclusion and Diversity Chair,  
I&D Committee

**Kyra Tyson**  
Washington Inclusion and Diversity Chair,  
I&D Committee

**Erin Gladney and Robert Moore**  
New York and Miami Inclusion and  
Diversity Chairs, I&D Committee

**Esther Stone, Goli Rahimi  
and Helen Mantel**  
Chicago Inclusion and Diversity Chairs,  
I&D Committee

**Nell Slochowski and Sarah Mavula**  
Toronto Inclusion and Diversity Chairs,  
I&D Committee

**Raymundo Enriquez**  
Mexico Inclusion and Diversity Chair,  
I&D Committee

### Communication Collaborators

---

**Karen Apter**  
Project Consultant,  
Global Inclusion and Diversity

**Bonnie Buffaloe**  
Communications Specialist,  
North America

**Roberta Braga**  
Communications Manager,  
North America

**Mary Kate Martin**  
Senior Communications Manager,  
North America





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

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

**[bakermckenzie.com](https://bakermckenzie.com)**

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**JULY 2021**

