

**Baker  
McKenzie.**

UNITED NATIONS GLOBAL COMPACT

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**Communication  
on Progress  
Report 2019**



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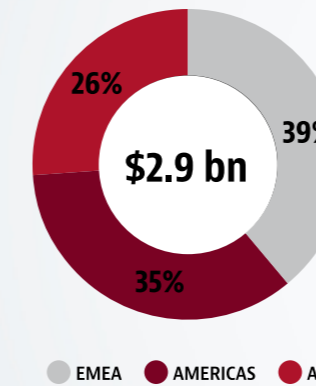
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### Awards and Accolades

## FIRM FACTS



### REVENUE BY REGION

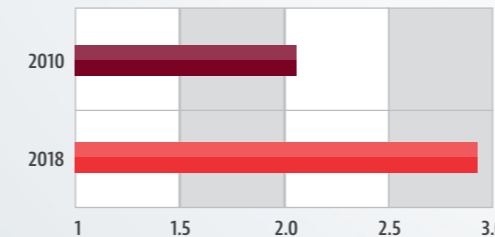


**#1** One of the best law firms for women  
Working Mother Magazine Law 360  
Euromoney

**#10** in the Top 100 Employers  
Stonewall 2019



### GLOBAL REVENUE USD (Billion)



### LAWYERS



### AWARDS

**#1** World's strongest legal brand for the ninth year in a row  
Acritas 2018

**100%** perfect score on the Corporate Equality Index  
Human Rights Campaign

\*Represents full time equivalent (FTE) figure. All numbers correct as of November 2018

## WELCOME MESSAGE

I am delighted to share Baker McKenzie's 2019 Communication on Progress, which demonstrates many of the ways in which our Firm and our people have supported the UN Global Compact in the past year. Leveraging our global footprint and extensive resources, we are proud to make a lasting difference to many of today's social and economic challenges.

At a time of environmental, social and geopolitical uncertainty — with mounting inequality and the increasingly tangible effects of climate change being felt — we believe that businesses must take a central role in fostering stability and championing accountability.

Our clients and our people believe this as well. They look to us to play our part as an ethical and responsible business — from fostering a diverse and inclusive workplace where we invest in the development and wellbeing of our people, to working to reduce our carbon emissions, and using our skills, creativity and influence to help solve some of the biggest challenges facing the world today.

This is why we remain committed to the UN Global Compact's (UNGC) Ten Principles on human rights, labor, environment and anti-corruption. These principles are embodied in our core purpose and culture, and guide what we do. This year, we are also taking steps to align our global strategy with the UN Sustainable Development Goals (SDGs).

Aligning with the SDGs not only provides us with a comprehensive framework to advance our CSR efforts, it also gives us an opportunity to partner with like-minded people — from our clients, governments, multilateral organizations and civil society — and work together to realize the vision of a sustainable world.

This year, we have the honor of serving as a Patron of the UNGC's Action Platform for Peace, Justice and Strong Institutions. We recognize that the rule of law is an essential foundation for economic growth and development — where the rule of law is strong, business leaders will have the confidence needed to invest in the future.

We look forward to continuing our partnership and collaboration with the UNGC, and look forward to an exciting year ahead.



*Jaime E. Trujillo*

**Jaime Trujillo**  
Acting Global Chair

## OUR CSR LEADERSHIP



**Paul Rawlinson**  
Global Chair  
Executive Committee



**John Conroy**  
Head of Global Strategic Initiatives



**Ai Ai Wong**  
Executive Committee  
Chair, Asia Pacific  
Chair, Sustainability Committee



**Constanze Ulmer-Eilfort**  
Executive Committee  
Chair, Global Diversity & Inclusion



**Jason Marty**  
Global Chief Operating Officer



**Christie Constantine**  
Director of Global Corporate  
Social Responsibility

## UNDERSTANDING OUR IMPACT AND RESPONSIBILITIES

Being a global firm has always been a part of our DNA. We employ over 13,000 people in 78 offices around the globe, and we partner with and advise many of the world's top organizations. This global make-up allows us the opportunity to have a lasting positive impact on society, the environment and the communities and people we are connected with. We are actively committed to a sustainable world for the future in all that we do.

In 2018, as part of our global Firm strategy, we developed and adopted an expanded CSR approach that is aligned with the UN Sustainable Development Goals (SDGs) and focused on the environmental, economic, social and governance (ESG) areas where we can have the greatest impact.

### MATERIALITY ASSESSMENT

To develop our expanded CSR framework, we undertook a materiality assessment to identify and prioritize our most significant ESG issues. Approximately 1,400 external and internal stakeholders from around the world took part in the assessment, giving us insight into what matters most to our people, our clients and our wider community.

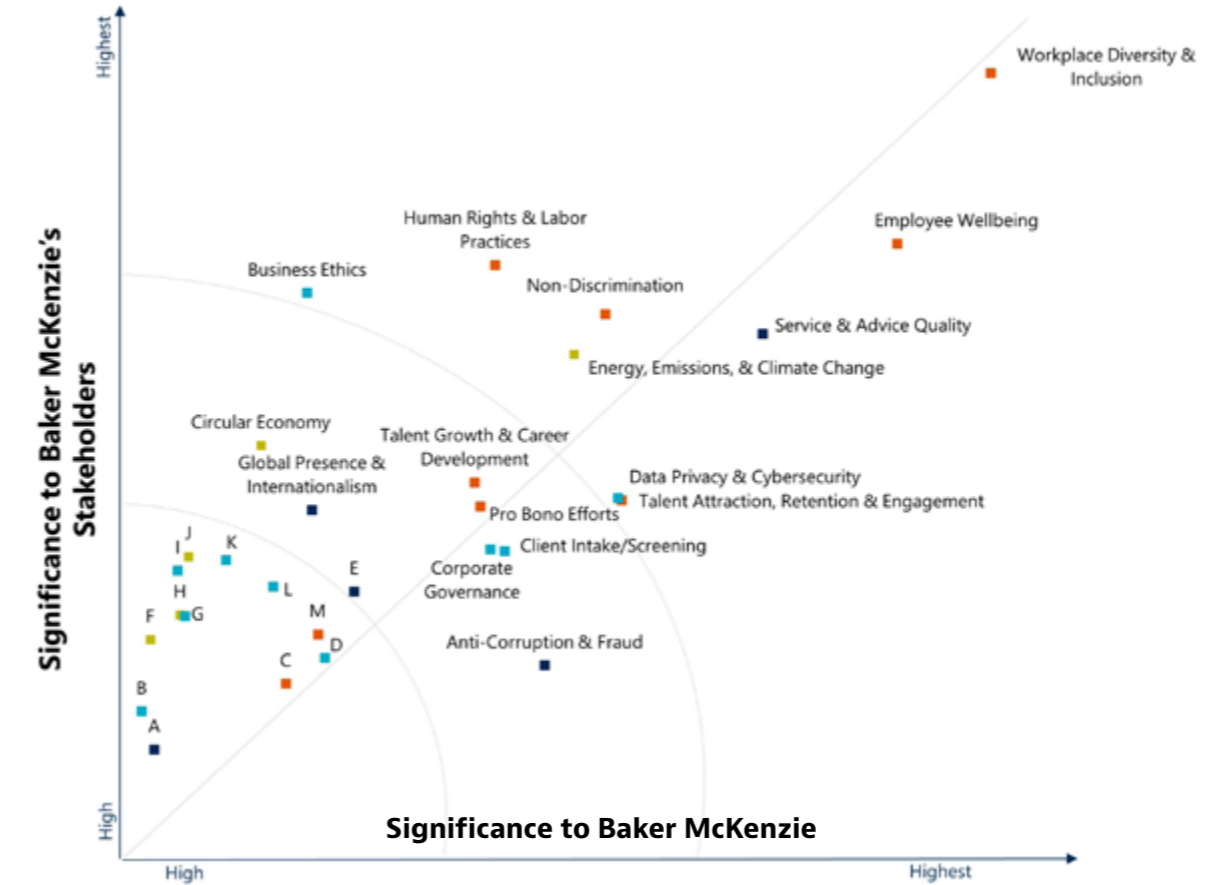
We also mapped our highest prioritized ESG issues against the UN SDGs and their 169 corresponding targets in order to identify which global goals the Firm is best positioned to support going forward.



1,400  
online survey  
responses

41  
one-on-one  
interviews

96  
consultations  
with Firm  
leaders through  
6 x 90 minute  
focus groups



Over the coming year, we will evaluate the management practices related to our highest prioritized ESG topics to identify gaps and areas for improvement. We anticipate that this will include setting targets and KPIs, where appropriate, with respect to our support of and engagement with the SDGs.

We believe that this bolder, more strategic approach will enable us to align sustainable practices across our business, more effectively focus and prioritize our efforts, and meet the expectations of our stakeholders, while creating shared value for our people, our business and society.

- |   |   |   |  |
|---|---|---|--|
| <ul style="list-style-type: none"> <li>■ Environmental</li> <li>■ Social</li> <li>■ Economic</li> <li>■ Governance</li> </ul> | <p><b>Lower Tier Topics</b></p> <ul style="list-style-type: none"> <li>A = Tax Practices</li> <li>B = Marketing Practices</li> <li>C = Community Engagement</li> <li>D = Supply Chain Accountability</li> <li>E = Improving the Standard of Legal Practice</li> </ul> | <ul style="list-style-type: none"> <li>F = Sustainable Buildings</li> <li>G = Rule of Law &amp; Legislative Compliance</li> <li>H = Waste Management</li> <li>I = Risk Management</li> <li>J = Environmental Stewardship</li> <li>K = Transparency &amp; Public Policy</li> </ul> | <ul style="list-style-type: none"> <li>L = Stakeholder Engagement &amp; Partnerships</li> <li>M = Use of Artificial Intelligence (AI)</li> </ul> |
|---|---|---|--|

# ENVIRONMENT



Operating sustainably and responsibly underpins our Firm's purpose and strategy and reflects our commitment to our people, our clients and our communities. Our efforts reflect our commitment to align our policies and operations with the United Nations Global Compact's principles and to support the UN's Sustainable Development Goals. We strive to integrate environmental sustainability meaningfully into our business strategies, operating models and critical processes. Our Materiality Assessment confirmed the importance of environmental responsibility to our people, clients and communities. We contribute to environmental sustainability through strategic partnerships, pro bono and community service initiatives, and through our Climate, Environment and Energy practice groups.

**Principle 7:**  
Businesses should support a precautionary approach to environmental challenges;

**Principle 8:**  
undertake initiatives to promote greater environmental responsibility; and

**Principle 9:**  
encourage the development and diffusion of environmentally friendly technologies.



**B-GREEN PROGRAM**

In April 2017, we launched B-Green, our internal global environmental management program, designed to help our offices around the world to “green” their operations. The program provides a road map (see infographic) for each office to follow, along with tools and guidance to help them measure, evaluate and incrementally improve their environmental performance. The program provides training, guidance, best practice materials, and a bespoke software platform that allows each office to assess its performance, record carbon emissions data, and set goals for improvement year on year.

**A QUALITATIVE AND QUANTITATIVE APPROACH**

Each year, as part of the B-Green program, offices complete a qualitative self-assessment of their environmental practices and set aspirational targets for improvement. Based on this self-assessment, offices receive a Star Rating score reflecting the maturity of their approach to environmental management.

In the program’s first year, offices established foundational best practices with a focus on carbon management and paper consumption. Sample measures include digitization of processes, shifting to a more robust electronic document management system, and investing in energy-efficient technology. These themes were prioritized as they represent areas where our offices have both significant environmental impact and opportunity to improve.



Our sustainability Specialist, Nikki Lizares, with the B-Green team in Sao Paolo, Brazil.

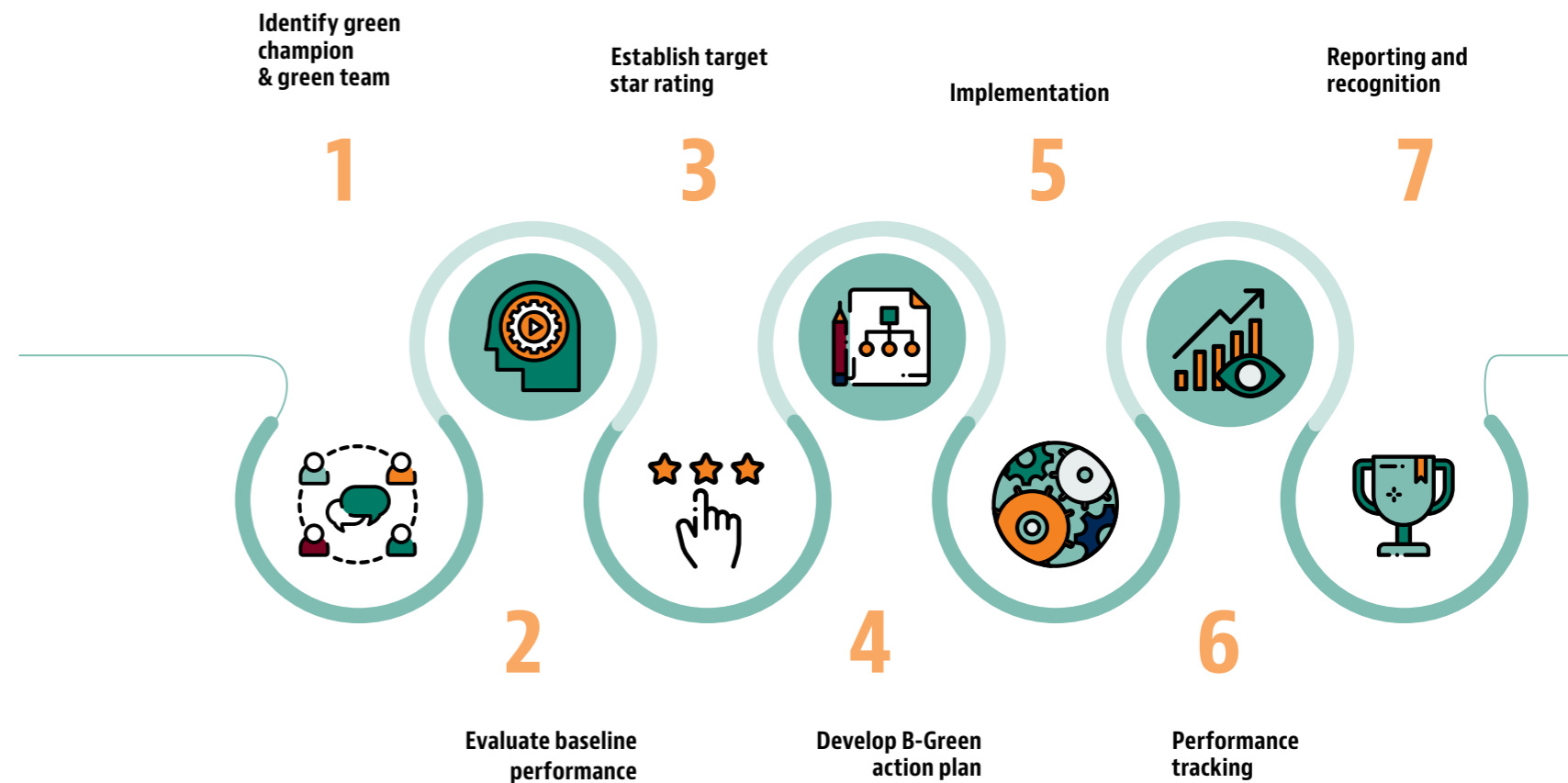
As B-Green matures, we will incorporate additional themes, such as waste management and travel, to drive continuous improvement. To complement these qualitative measures, our offices have begun recording their annual carbon emissions data, including energy consumption, paper consumption and business air travel.

As part of our alignment with the UN Sustainable Development Goals, we will evaluate the feasibility of setting an emissions reduction target in the coming year.

**B-GREEN OFFICE VISITS**

This year, a member of our Global CSR team visited B-Green teams in 14 of our largest offices, accounting for approximately 50% of our global footprint by headcount. The aim of the visits was to validate B-Green program implementation, and to increase awareness of and engagement with environmental sustainability efforts. Each visit featured presentations and training, as well as a session with office management to verify the qualitative and quantitative data they have reported and to troubleshoot any issues with data collection processes.

**OUR B-GREEN ROAD MAP**



## EARTH DAY 2018

In line with the official global 2018 Earth Day theme, "End Plastic Pollution," 70 Baker McKenzie offices worldwide celebrated by hosting local screenings of the award-winning documentary, "A Plastic Ocean," which chronicles the impact of plastic pollution on the world's oceans and served as inspiration for our offices to reduce single use plastic consumption. Held throughout the month of April, screenings were supplemented with engaging activities such as panel discussions with guest speakers from NGOs, conservation experts, and other community organizations; lunch-and-learn events with staff; and events with Firm clients.

We also convened screenings at the Firm's annual EMEA Partners Meeting with guest speakers Heike Vesper, director of WWF Germany's Marine Program, and award-winning artist Maria Cristina Finucci, creator of The **Garbage Patch State**.



From left: Global Chair Paul Rawlinson, Global CSR Director Christie Constantine, artist and Garbage Patch State creator Maria Cristina Finucci, WWF Germany Marine Program Director Heike Vesper, and Baker McKenzie Zurich Partner Michael Treis



Tree planting in Kyiv



Sala B-Green in Lima



Screening of "A Plastic Ocean" for friends and family, hosted in partnership with ENGIE

## CARBON OFFSETS

As part of our wider environmental strategy and existing efforts to lessen our environmental impact, we have committed to offset all business air travel associated with the Firm's annual and regional partners meetings. We have selected providers who are verified and monitored by leading certification standards bodies, and whose offsets provide social benefits in addition to carbon abatement, such as reducing poverty, improving health, empowering women, job creation, or other benefits to local communities.



Based in the Western Honduran highland region, Proyecto Mirador's carbon credits derive from providing clean cook-stoves that improve the health and environment for Honduras's rural poor, while also helping to alleviate poverty. With more than 37.1% of its forests disappearing since 1990, rural Honduras is a significant contributor to global climate change. An estimated 65% of families in Honduras live in poverty, with 54% of rural households subject to extreme poverty.

In the locations where Mirador works, 82% of households use indoor wood burning stoves. Smoke and soot are a serious health risk, especially to women and children who spend the most time near the stove. By contrast, Mirador's stoves require half the firewood and run more efficiently — each stove reduces CO2 emissions by nearly 15 tons over its five-year life.

Beyond reduced CO2 and deforestation, families gain back the significant time they would otherwise spend daily to gather firewood, freeing children to attend school and women to focus on other priorities. Finally, construction, installation and monitoring of the stoves create jobs locally and provide a boost to the local economy. In FY17, it is estimated that Baker McKenzie's offsetting efforts have helped to fund around 83 stoves — the equivalent of avoiding five hectares of deforestation in the span of five years.



With projects based in Kenya and DR Congo, Wildlife Works is the world's leading provider of REDD+ (Reducing Emissions from Deforestation and Degradation) credits. REDD+ was originated by the United Nations to help halt the destruction of the world's forests. Wildlife Works' ground-breaking REDD+ initiative protects over 500,000 acres of highly threatened Kenyan forest, securing the entire wildlife migration corridor between Tsavo East and Tsavo West National Parks, and brings the benefits of direct carbon financing to more than 100,000 people in the surrounding communities. The essence of the Wildlife Works REDD+ conservation strategy is based on job creation. Jobs create a viable alternative for people who have previously had to destroy their environment just to survive. Some of the jobs created at Wildlife Works' REDD+ projects include conservation rangers, factory workers, horticulturalists, machinists, seamstresses, foresters, carpenters, construction workers, drivers, mechanics and administrative personnel.

## GREEN MEETINGS

Our Global Meetings & Events Team continues to put sustainability at the heart of its planning and decision-making. The Greener Meetings Initiative, which launched in 2014, has been a guiding principle as the Meetings team and Global Sustainability Committee work together to reduce the environmental impact of Firm meetings. A range of measures guides the planning process, including green meetings checklists and action plans, which provide best sustainability practices and help inform sustainable choices, and a questionnaire for venues to help meetings planners assess their “green” credentials. On the ground, our Meetings team implements numerous operational changes to help reduce, reuse and recycle.

### GREEN MEASURES IN PLACE FOR FIRM MEETINGS HAVE INCLUDED:



Eliminating meeting documents and copies, and providing meeting details electronically



Reducing disposables and individual serving size packaging (e.g., promoting china instead of to-go cups for coffee, putting out a carafe of milk rather than individual packets)



Utilizing electronic signage boards provided by the hotel when possible



Introducing a meeting app



Working with host hotels on improved temperature regulation of meeting space to maximize energy savings and efficiency



Eliminating physical welcome gifts in favor of making charitable donations locally, which reduces materials consumption and transportation



Reducing the use of office supplies (envelopes, notepads, plastic folders, and others)



Reducing the number of on site printer/copiers to save energy and reduce waste, and formatting printers to print double sided

## OUR SPHERE OF INFLUENCE

Our Environmental Practice comprises over 300 lawyers around the world who help to prepare companies for the risks and opportunities posed by environmental law and regulation, and promote sustainable business practices through key international partnerships. The group advises clients on varied issues, including traditional environmental law, clean and renewable energy and biodiversity issues. It is continually ranked as one of the best environmental teams across industry tables and directories.

Our Climate Practice was the first in the world. Over the last 20 years, we have worked on pioneering deals, including setting up the first carbon contracts, drafting the first carbon funds, and advising on innovative environmental funds, green bonds, climate finance, philanthropic climate finance, investment in renewables and other climate solutions.

We continue to work with governments, financial institutions, multinational companies and international organizations, including the United Nations and World Bank to execute effective carbon transactions by employing our capabilities in various areas of the law including securities, finance, tax, M&A and public law. The Climate Practice also has a long history of counseling national and state governments including Australia, New Zealand, Norway, and the Republic of Fiji on carbon capture and storage (CCS) legislative and policy development, technologies and projects.

Our Renewable Energy and Clean Technology Practice advises on structuring and financing a wide range of renewable energy projects including wind, solar, battery storage, biofuels and biogas, helping to promote the development and diffusion of environmentally friendly technologies.

We continue to participate in international climate change meetings. We regularly attend the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) and COP/MOP meetings, including the latest COP24. We also closely follow the development of negotiating issues arising out of those meetings. Notably, we acted as advisers to the Fijian government in its role as the president of the 23rd COP.

In 2017, we became the first law firm member of the World Business Council for Sustainable Development (WBCSD), a CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. We are supporting a growing number of WBCSD work streams and projects on a pro bono basis. These projects range from advising the Soft Commodities Forum which aims to develop enhanced sustainability standards for soy and palm oil, to a significant retirement and pension fund project seeking to increase materially the opportunities for employees to invest in sustainability funds as part of company retirement programs.

We are also extensively involved in a substantive corporate governance project focused on evaluating and enhancing board consideration of risks and sustainability matters. Working with Deloitte, we are reviewing governance requirements in 12 jurisdictions, interviewing public company board members across those countries, and developing recommendations for enhancing Board performance.

For the past year, we have been functioning as pro bono outside counsel to the UNGC US Network Board, advising on all legal matters pertaining to their operation, from regulatory filings and agreements, to general governance advice and compliance.

- Lawyers in our Environmental Markets team in Sydney provided pro bono legal assistance to World Vision Australia and the Cardano Development Group in relation to initiatives designed to improve health outcomes in the clean cook-stove sector in developing countries, including Myanmar and Zambia. Our lawyers drafted template transaction documents such as an Averted Disability Adjusted Life Years (ADALY) purchase agreement, which will be used to facilitate a development impact bond to promote the clean cook-stove sector.
- Through the Global NDC Implementation Partners consortium (GNIplus), we are supporting governments to mobilize private investment at a scale that can deliver impact on climate change and sustainable development within the context of the Paris Agreement and Sustainable Development Goals.



In our first pilot project, we are advising Kenya on options to address water shortages in the Nairobi water basin that are exacerbated due to the effects of climate change. In particular, we are conceptualizing and undertaking a feasibility analysis for a pilot water trading program as a potential policy option to address water shortages.

- Funded by the Australian Department of Foreign Affairs and Trade, we are taking indigenous Australian savanna fire management techniques to Botswana, working closely with the Kimberley Land Council.
- Our London office hosted a workshop in collaboration with the World Economic Forum, and in support of its **Climate Governance Initiative**, which aims to enhance the climate competence of corporate boards, to enable informed investment decision-making and to encourage systemic and long-term focused climate risk and opportunity management.
- We played a key role in the establishment of Australia's first private carbon trading fund, advising on the structuring of the Aboriginal Carbon Fund (now called the Reducing Carbon Building Communities Fund). This is the first private carbon fund established to invest in Australian emission reduction fund (ERF) projects undertaken on indigenous land or with the involvement of indigenous communities.
- In San Francisco, we organized the Talanoa Dialogue on Financing the Road to Resilience and Net-Zero Economies with key sustainable finance experts from Goldman Sachs, World Bank, IFC, Deutsche Bank, BlackRock, HSBC, Citi, EIB, Macquarie, LDF, and Rockefeller, among others.
- In a joint venture with BHP Billiton and Conservation International, we continue to harness private sector finance to contribute to the conservation of the world's forests through the Finance for Forests Initiative. Established to encourage greater private sector engagement in projects that reduce emissions by protecting and restoring forests, the initiative provides the foundation and framework for private sector actors to lead on climate change solutions via REDD+, the United Nations program for reducing emissions from deforestation and forest degradation. In practice, it helps companies identify investment options that will combat deforestation and address climate change while also fulfilling CSR commitments.
- Our Energy and Finance Practice Group in Johannesburg advised on the first biomass project to be concluded under South Africa's Renewable Energy Independent Power Producer Procurement Programme (REIPPPP).
- Hadiputranto, Hadinoto & Partners, member firm of Baker McKenzie in Indonesia, advised BNP Paribas and ADM Capital on Asia's first sustainability bond. The firm advised on the structuring, formation and successful closing of the USD 95 million bond, which will help finance a sustainable natural rubber plantation on heavily degraded land in two provinces in Indonesia. This transaction is the first corporate sustainability bond in Asia and the first sustainability bond in ASEAN.
- We regularly provide pro bono assistance to The Nature Conservancy to support their global operations with guidance on IP, corporate, environmental, employment and other matters in countries ranging across the continents.
- We regularly provide pro bono support to the World Resources Institute (WRI) on legal issues and strategies relating to their major workstreams, such as forestry and water. We also provide regular advice on global corporate and operational issues ranging from setting up offices in new countries to IP, contracts, technology agreements and data privacy. This year, we also supported WRI in creating a general counsel position and the hiring of their first general counsel.
- We provide pro bono legal support to the National Parks Conservation Association, including in relation to legal challenges.
- We provide pro bono legal counsel to the Alliance for the Great Lakes with regard to the operation and requirements of the Great Lakes Compact, including in connection with proposals to remove water from the lakes and the processes for reviewing such proposals.

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**“Recognised as a global leader in the climate change sphere, with formidable expertise spread across offices in the Americas, Australia and the United Kingdom, as well as Africa and Asia. Handles a range of matters, advising governments, businesses and financial institutions on climate change mitigation.”**

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- Chambers Global 2018



Our Sydney lawyers have been working on behalf of the BHP Billiton Foundation to develop and structure the 10 Deserts Project. This is the largest conservation project in the world, preserving indigenous culture and indigenous lands for generations to come. The 10 Deserts area of Australia is the world's largest network of connected protected zones, and spans over more than 35% of the continent. Home to highly diverse ecosystems and rich in unique plant and animal life, the area and its inhabitants are under increasing threat due to vast destructive wildfires, invasive noxious weeds and feral animals. The impact of these threats is exacerbated by climate change. The project will address these threats

by engaging indigenous rangers and land managers, who have been settled in the area for over 50,000 years, and complementing their ecological knowledge with contemporary methods. Supporting and empowering the indigenous landowners to protect and cultivate the area is critical to safeguarding both the desert region and the livelihoods of those who are settled there. The employment opportunities supported by this project will help to sustain remote indigenous communities for generations to come.



FIJI

We continue to actively participate in international climate change meetings. Our Global Climate Change Team advised the Republic of Fiji in its presidency of the 23rd Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC). At its core, this engagement has seen us act as the strategic trusted legal advisers to the Fijian government on its presidency of the ongoing climate negotiations throughout the year. Fiji is the first small island developing state to host a COP.

Our role has involved assisting the Fijian government with strategy and advice on the international negotiations under the UNFCCC, including providing training to the national and presidency negotiations team. We have been supporting Fiji on its international climate change engagement process with business, governments and civil society through the Talanoa Dialogue, as well as assisting with the development and implementation of Fiji's climate change plan.

As part of our work, we assisted Fiji to secure from governments USD 30 million in international donor support for its COP presidency and other climate-related investments, which involved establishing the Fijian National Climate Trust Fund. We are also advising on Fiji's Sovereign Green Bond, raising FJD 100 million (USD 50 million) to support climate change mitigation and adaptation — the first ever by an emerging economy and only the third by a sovereign after France and Poland.

We are directly responsible for conceptualizing and establishing the launch of a new Rural Electrification Fund program. Under the program, a newly created Fijian charitable trust is joining forces with the Leonardo DiCaprio Foundation, Sunergise, the Fiji

Locally Managed Marine Area (FLMMA) network, and Energy Fiji Limited to establish a new public-private partnership that will bring solar power to rural communities across Fiji.

We are also helping to create and establish the Pacific Climate Finance and Insurance Incubator, with EUR 1 million seed funding from Luxembourg. This is intended to bring together Pacific Small Island Developing States (PSIDS) governments and broader community stakeholders to work with leaders in finance, investment and insurance to develop and incubate transformational and scalable initiatives that will ultimately increase the flow of climate finance — especially private sector climate finance — into climate adaptation, as well as deliver efficient insurance mechanisms that meet the specific requirements of PSIDS.

Elsewhere, we are working with Swiss Re on a Climate Resilience Catastrophe Bond. We are also advising Fiji in its engagement and leadership in the InsuResilience Global Partnership, under which the German Federal Ministry for Economic Cooperation and Development (BMZ) announced that it will contribute EUR 110 million (USD 125 million) to support a new global partnership to bring affordable insurance and other financial protection to millions of vulnerable people around the world.

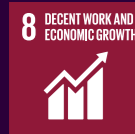
We are working with Fiji and the Asian Development Bank to assess legal barriers in Fiji's electricity and transport sectors that will limit future investment to achieve their 100% renewable energy goals and shift to cleaner transport. Finally, we are advising on the development of the Fijian Development Bank to become a more sustainable investment bank.

## THOUGHT LEADERSHIP

We provide dedicated guidance on sustainability to help companies make informed decisions and guide policy makers on future legislation.

- To support practical implementation of the Climate-related Financial Disclosures (TCFD)'s recommendations, we co-produced a series of market reviews together with the Principles for Responsible Investment (PRI). Our publication, "Relevance of recommendations of the Task Force on Climate-related Disclosures in particular jurisdictions," examines how the TCFD's voluntary recommendations integrate into existing material risk disclosure regulation and soft law in specific markets, and how investors and companies in those markets can apply them.
- We have prepared "Green Hedging: A Guide to Structuring Corporate Renewable PPAs" with support from WWF Australia and the New South Wales Office on Environment and Heritage. Aimed at decision makers, the report outlines the fundamentals of corporate power purchase agreements (PPAs) and unpacks the type of structures available in the Australian market. It also considers the opportunities these arrangements can offer, as well as the challenges in bringing them to fruition.
- In collaboration with Schneider Electric, we have published a guide which sets out best practice relevant to structuring and executing a collaborative corporate PPA. In addition, we also co-published ground rules outlining the steps corporates can take in securing cheaper energy supply as part of an energy buyer group.
- We have contributed to a special edition of the Australian Law Journal on **Climate Change and the Law**, published by Thomson Reuters, highlighting how the law can help fight global warming.
- We contributed to "Global 250 Greenhouse Gas Emitters: A New Business Logic," published by Thomson Reuters in collaboration with CDP. The report looks at best practices across the economy and aims to demonstrate the relationships between decarbonization and long-term financial performance. This information is critical to investors and policymakers, alongside the demands for increased transparency and accurate and comparable performance metrics.
- Our Buenos Aires office co-wrote a report with the World Business Council for Sustainable Development on corporate renewable PPAs in Argentina. The report was developed as part of WBCSD's broad efforts to accelerate the deployment of renewables and the transition to a low-carbon electricity system.
- The Firm's Real Estate Practice Group has established a Global Sustainability Subcommittee to focus solely on the challenges, drivers and opportunities for sustainable building. In 2015, we began publishing our Global Sustainable Buildings Index, now in its second edition.

# SOCIAL



Our people are our biggest asset. That's why we are committed to fostering a diverse and inclusive workplace. Where development is encouraged, wellness is supported, and equality is paramount, everyone can fulfill their potential. We strive to use our skills, creativity and influence to promote dignity, human rights and equality in every aspect of what we do. Whether fostering our own internal culture, interacting with global clients, or engaging with the communities where we live and work, we are guided by these principles.

These commitments are at the core of who we are as a Firm. They are underpinned by our support of the UN Global Compact's principles on human rights and labor, and reflected clearly in the results of our materiality assessment.

**Principle 1:**  
Businesses should support and respect the protection of internationally proclaimed human rights;

**Principle 2:**  
make sure that they are not complicit in human rights abuses.

**Principle 3:**  
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:**  
the elimination of all forms of forced and compulsory labor;

**Principle 5:**  
the effective abolition of child labor; and

**Principle 6:**  
the elimination of discrimination in respect of employment and occupation.



## OUR OPERATIONS

We take deliberate action to provide safe environments for all our people. Our zero tolerance policy supports the fact we believe everyone deserves respect, protection from harassment, support and equal treatment. No one should be put at a disadvantage — professionally, financially or socially — on the basis of who they are.

As outlined in our Code of Business Conduct, all personnel decisions must be respectful of differences among employees and potential employees, based on factors relevant to their ability to perform the work they are, or would be, expected to do, and in accordance with all applicable laws and regulations.

This includes decisions related to the recruiting, hiring, assignment, compensation, training and development, promotion and dismissal of personnel, as well as other terms and conditions of employment.

Applicable local laws across the jurisdictions in which we operate vary; notwithstanding, we seek to protect and promote diversity broadly, including with regard to race, color, religion, citizenship, national origin, ethnicity and/or cultural background, age, sex, gender, gender identity and expression, sexual orientation, marital status, pregnancy, and disability.

In addition, we were one of the first law firms to sign the Mindful Business Charter, committing to change avoidable working practices that can cause mental health and wellbeing issues for employees. The charter represents the first time financial and legal services providers have come together to reach a shared agenda for supporting mental health wellbeing.

## DIVERSITY AND INCLUSION

Baker McKenzie strives to be a community where everyone can reach their full potential, a community where differences are celebrated. We seek to create the best workplace for every employee, regardless of their orientation, belief, background, ethnicity or personal needs.

To this end, we are engaged throughout the Firm in building a culture of full inclusion, and diversity is a top priority. Our commitment is genuine and passionate, and does not stop at our office walls. In addition to implementing a full suite of diversity and inclusion (D&I) support and development initiatives, we are deeply engaged in D&I efforts in the communities where we work. D&I is fundamental to our identity at Baker McKenzie. As one of the world's largest global law firms, this inclusive mindset enables us to deliver the highest quality services to our clients.



Members of our Global Diversity & Inclusion Committee discussed how to make the Firm a better workplace for all our people. From left: Global Diversity & Inclusion Director Anna Brown, Hong Kong Partner Loke-Khoon Tan, Global Diversity & Inclusion Chair Constanze Ulmer-Eilfort, Chief Talent Officer Peter May, Global Director of Operations Kate Stonestreet, and London Partner Sunny Mann.



In Tokyo, our partner Hiroshi Kondo (left) joined the Japan In-House Lawyers Association, Women in Law Japan, and Mori Hamada & Matsumoto in expressing support for the legal recognition of same-sex marriage in Japan.



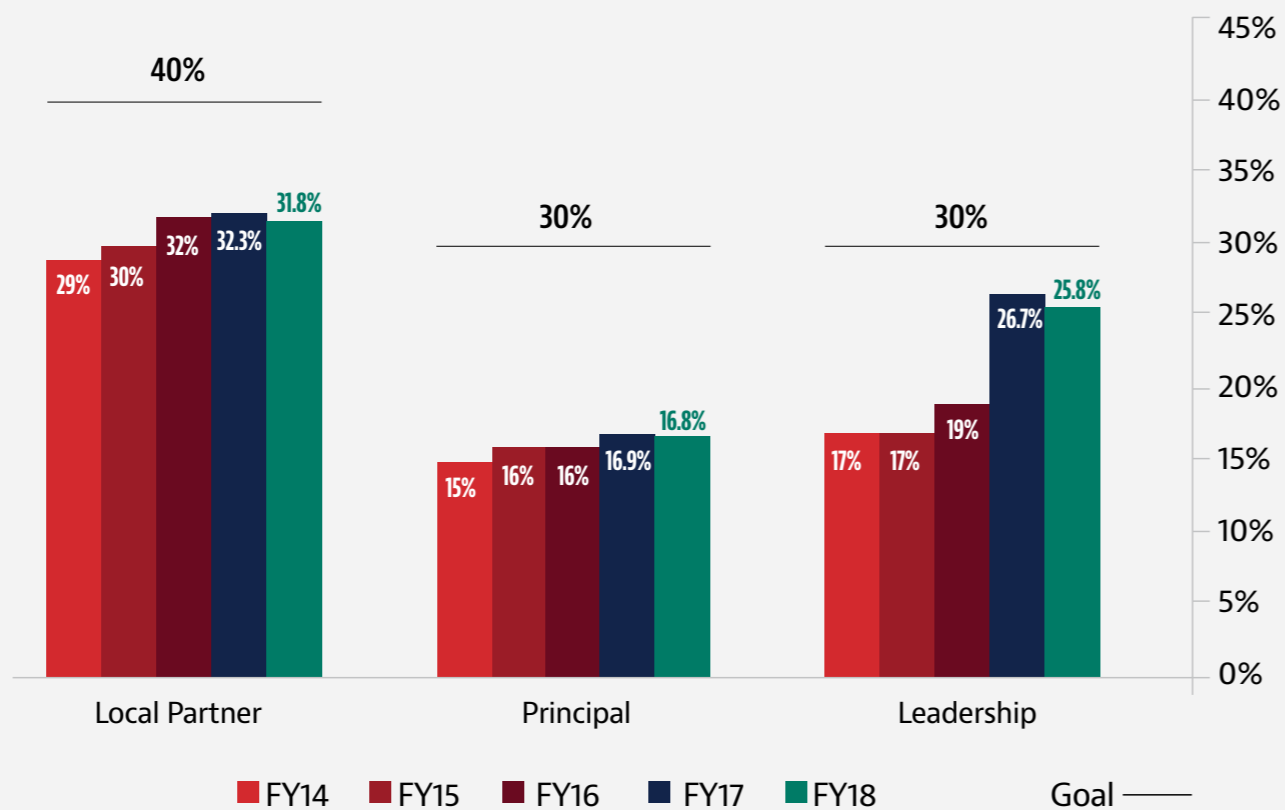
In London, BakerOpportunity presented Social Mobility Week, featuring personal stories from our people, and ending in a panel discussion with external speakers discussing "Social Mobility: can employers address a divided nation?"

## GENDER

We believe women must be leaders at all levels of the Firm. We seek to foster women leaders in our senior global roles, but we are also focusing on ensuring that women are leaders of our most significant client relationships.

Since 2012, we have adopted a gender policy designed to encourage the recruitment and retention of more women, and provide greater opportunities and support for women to assume leadership roles. At the partner level, we have set gender diversity aspirational targets — we are working to ensure that women comprise at least 40% of local and national partners, and at least 30% of principals and those in leadership positions.

### OUR GLOBAL ASPIRATIONAL TARGETS AND PROGRESS



## UN WOMEN'S EMPOWERMENT PRINCIPLES

Baker McKenzie is delighted to have signed the Women's Empowerment Principles (WEP), an initiative of UN Women and the UN Global Compact, to guide businesses on promoting gender equality and women's empowerment. The principles outline seven steps that businesses can take to promote gender equality in the work place and in society.

In signing the WEP, we reaffirmed our commitment to establish high-level corporate leadership for gender equality, treat all women and men fairly at work by respecting and supporting human rights and non-discrimination; ensure the health, safety and wellbeing of all our women and men employees; promote education, training and professional development for women; implement enterprise developing, supply chain and marketing practices that empower women; promote equality through community initiatives and advocacy; and measure and publicly report on progress to achieve gender equality.

## LIFT



Leaders Investing For Tomorrow (LIFT) is a landmark sponsorship initiative for women at our Firm, designed to support key talent to progress to senior roles. A personalized, highly focused 12-month leadership development program, LIFT involves high-potential women partners (sponsees) and principals (sponsors) working closely with practice group leadership to accelerate opportunities for career advancement. We recently invited 23 women partners to our LIFT 2.0 Residential, a two-day event which gave them the opportunity to discuss the purpose of the sponsorship and how to elevate their leadership at the Firm.

## HEFORSHE

On International Women's Day 2018, we launched HeForShe at Baker McKenzie. A UN initiative, HeForShe invites people around the world to stand together to create a bold, visible force for gender equality, and to take action right now to create a gender equal world. Our Firm aims to engage all our people as active allies and champions for gender diversity; encourage and increase dialogue, understanding and commitment to gender inclusion through shared stories and public declarations; and create a culture of openness by speaking up and receiving feedback about actions and decisions that affect the experience and progression of women at Baker McKenzie.

## CULTURE AND ETHNICITY

As a global law firm, we believe the many geographies in which we operate enhances and adds to the cultural richness of our Firm. This is why we build practices from the ground up, taking local cultural sensitivities into consideration wherever we practice law. We have a strong desire to address a lack of equity around the world and encourage each of our offices to define racial and ethnic diversity in a way that is representative of their local culture, people, clients and business environment, as we recognize the challenges in connection with the underrepresentation of ethnic minority groups in the communities where we work.

At our Annual Partners Meeting, Firm D&I leaders facilitated a workshop on Working Cross Culturally to several lawyers and talent members. The workshop covered global mindset attributes where intellectual, psychological and social aspects were defined and aligned with the current Developmental Framework. The eight dimensions of culture were also enumerated and compared: hierarchy, group, relationships, communication, time, control, formality, and motivation. Different cultural traits from different countries were used as examples. The Culture Wizard App tool was also presented to show how it can help the participants to navigate around a new culture and country.

Through our Colour Brave initiative, a program developed to advance our racial and ethnic diversity goals, our London office continues to create an environment where people feel comfortable talking openly about race and ethnicity. Colour Brave is one of a number of our Firm initiatives which focuses on increasing the representation of ethnic minorities. Baker McKenzie was the first law firm in London to introduce name blind recruitment, removing the potential for discrimination based on name.

## WELLNESS AND AGILE WORKING

We are committed to a holistic approach to the development and support of our people and their performance. BakerWellbeing is a global initiative of education, activities and support. Our goal is sustainable high performance in a caring and psychologically safe environment, an environment where people speak up and ask for help. Resources on health and fitness, mindfulness and stress are available to all staff. Our recently launched BakerWellbeing internal website, available globally, is designed to provide our people with access to resources and tools that support their resilience, as well as mental and physical wellbeing. The legal environment can be high-pressure and demanding. By raising awareness of this and providing ideas for maintaining physical and mental wellbeing, we can create a positive and supportive environment that helps everyone to work healthily and successfully.

Agile or flexible working arrangements have been in place in many of our offices for years. However, following employee feedback, we have now developed one holistic approach that has been rolled out globally to all employees. Our bAgile program focuses on increased flexibility in remote working, reduced working hours, alternative hours, and time out of the office. We anticipate that these measures will increase productivity and efficiency, reduce absenteeism, and improve our people's health, wellbeing and morale.

In addition to our global program, our local offices have their own initiatives. During Mental Health Month, our BakerBalance committee in Australia hosted panel sessions on "Wellbeing in the Law" and "Understanding Anxiety," featuring inspiring stories and expertise focusing on the importance of social connections in improving our overall mental health and wellbeing.

In London, we joined the Lord Mayor's "This is Me" campaign which aims to reduce stigma associated with mental health through the sharing of personal experiences. To support our clients' mental health and wellbeing, the London office is also collaborating to share best practices with other law firms and financial services providers. They will also be rolling out mental health first aid training to the office.

## HEALTHY AND SAFE WORK ENVIRONMENT

As outlined in our Code of Business Conduct, the Firm does not tolerate harassment of any kind in the workplace, whether in or outside the office, or through social media. We are committed to maintaining a healthy and safe work environment in all offices. Dangerous, abusive or violent behavior, or the threat of such behavior, is prohibited and will not be tolerated.

## PROFESSIONAL SUPPORT AND DEVELOPMENT

We are committed to developing the talents and skills of our people, and we actively promote a culture of learning. Our lawyers and business professionals are encouraged to expand their knowledge and expertise throughout their careers. This culture of learning is underpinned by our comprehensive Development Framework, one of the first of its kind adopted by a law firm and selected by Harvard Business School as one of its best practice case studies on talent management. The framework outlines the skills and personal qualities employees need in order to be successful when working here, and offers a clear roadmap to success to help employees fulfill their potential. The framework takes into account all the complexities, challenges and opportunities of a dynamic career, and it provides everyone in our Firm with a common language for discussing performance.

This year we launched Baker McKenzie University, our holistic and aligned approach to learning at the Firm. From global onboarding and orientation through the BakerWay platform to investing and unlocking the potential of our senior leaders at the Partner Leadership Program, we are committed to the ongoing development of our people.

## DISABILITY

At Baker McKenzie, we are committed to cultivating a workplace which is inclusive of all abilities. Any person with a disability must be treated equally and reasonable adjustments must be made in individual circumstances.

Our Manila Center started its disability awareness initiatives with a talk delivered by a representative of the local Disabilities Affairs government unit. The session revolved around international and local laws, types of disabilities, disability barriers and government benefits. The Center is also partnering with local organizations to continue the disability awareness campaign among its staff.



Celebrating Pride in Amsterdam



Pride parade in Belfast



Kick-off event for the Gay Games 2022 in Hong Kong



Pride parade in Mexico City

Everyone should feel comfortable in the workplace, regardless of their sexual orientation or gender identity and expression. We are committed to creating and maintaining an open and supportive working environment. This includes equal opportunity for advancement and development within the Firm regardless of sexual orientation, gender identity or expression, and the equal provision of benefits to same and opposite sex partners or spouses.

As part of our commitment to our LGBT+ people and communities, we maintain a zero-tolerance approach to any form of discrimination, victimization or harassment by or against any of our people, based on their actual or perceived sexual orientation or gender identity and expression. We provide appropriate training and education to our people to allow them to contribute to creating an environment free of discrimination, unconscious or otherwise. Our Firm supports opportunities for engagement with our clients on LGBT+ issues, including communicating and sharing best practice. Finally, we maintain policies and practices which ensure that LGBT+ people and their significant others are treated with welcoming acceptance and with the same dignity and respect that we show all others.

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**We have developed a statement in support of our transgender community:**  
**“At Baker McKenzie, we are not neutral. Our goal is to ensure the safety, comfort and respect of all our people, while maximizing workplace integration and minimizing stigmatization. We do not permit or tolerate discrimination. We want to publically demonstrate our support for all transgender individuals within our Firm and their partners. We are proud to have recently launched a policy in North America, and in London, which addresses the needs of transgender, gender non-conforming and non-binary employees. These guidelines clarify how we protect the legal rights and safety of all trans employees and support our wider Global Code of Business Conduct.”**

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**THE GLOBAL  
LGBT+ BUSINESS  
RESOURCE  
GROUP**

The Global LGBT+ Business Resource Group (BRG) developed and sponsored a range of initiatives designed to further our global commitments to diversity and inclusion while enhancing support for all our LGBT+ people, wherever they are located, and promoting LGBT+ advocacy.

LGBT+ inclusion is an increasingly important issue for our clients, many of whom are public advocates for change. In response, the Firm developed an LGBT+ Client Program which aims to support the Firm and our clients in building an LGBT+ inclusive community. The program will promote strategic and sustainable engagement with LGBT+ inclusive clients through knowledge sharing, pro bono, networking and much more, and ensure that the Firm is in the best place to effectively respond to clients' needs and opportunities.

Interactions with our suppliers provide a unique opportunity for the Firm to communicate our commitments to diversity and inclusion, including in respect of LGBT+ equality, while also ensuring that suppliers are aware of our values and, where necessary, act in accordance. The BRG has worked with Global Procurement to update policies and practices, in line with our Code of Business Conduct which ensures non-discrimination in respect of race, color, religion, citizenship, national origin, ethnicity and cultural background, age, sex, gender, gender identity and expression, sexual orientation, marital status, pregnancy, and disability.

In July 2018, Baker McKenzie joined over 65 of the world's leading global organizations as a member of Out Leadership, the global LGBT+ business network. Out Leadership offers access to cross-industry talent development programs designed to support and cultivate the next generation of LGBT+ business leaders. It also provides networking opportunities to connect with member-clients.



THE YEAR IN D&I



More than 80 women lawyers and business professionals gathered in Mexico City to discuss gender equality in their first BakerWomen retreat. Speakers explored women's empowerment, role models and inclusive leadership, among other topics. They reaffirmed their support for HeForShe, highlighting the importance of men's involvement in advancing gender equality.

Claudia Prado, immediate past chair of our Latin America Regional Council and the first woman to lead it, received the "Inspiring Role Model for Furthering Women Lawyers" accolade at the Chambers Women in Law Awards Latin America.



We received a record nine awards at Euromoney's European Women in Business Law Awards, including Best International Firm for Women in Business Law for the second year running. We also won Most Innovative International Firm, Best in the UK, Best in the Netherlands, Best International Firm for Talent Management, Best in Corporate Governance (Beatriz Araujo), Best in Tax (Véronique Millischer), Best in Transfer Pricing (Caroline Silberstein) and Rising Star: IP (Mine Güner).



The Global Diversity & Inclusion Committee met with Baker Women and many male allies in the Hong Kong office



Wong & Partners, our member firm in Malaysia, hosted panel discussions around "How women leaders unleash their strength." Inspired by the Quest research report, the discussions featured women leaders from different organizations who spoke about their career journeys, how to build and maintain support systems for women in the early stages of their careers, and how to inspire families, communities and the workplace to press for progress in gender diversity and equality.



We were named a Best Place to Work for the LGBT Community in Mexico by the Human Rights Campaign.



We sponsored the 22nd Annual Human Rights Campaign National Dinner in Washington, DC. The HRC is the leading advocacy organization in the US working for the equal rights of lesbian, gay, bisexual, transgender and queer Americans through education, research and political activities.

The Manila Center's Global Women (GloW) hosted a forum where members of our Global Intellectual Property, Technology & Communications Practice Group steering committee — Say Sujintaya, Pamela Church and Flavia Rebello — and Manila Center's Knowledge head Marian Regidor shared their experiences on being a woman in a male-dominated field, achieving work-life balance and staying true to yourself.



Director of Global Diversity & Inclusion Anna Brown spoke for business at the annual Forbes' event, "Mujeres Poderosas" (Powerful Women), in Mexico City. This event gathers leaders from different industries, politicians, activists and journalists to talk about the importance of gender equity and women empowerment.



Our Global Chair Paul Rawlinson signs the Colour Brave pledge in London.



HHP Law Firm, our member firm in Jakarta, celebrated World Mental Health Day by hosting a special function managed by the newly formed Diversity & Inclusion Committee.

THE YEAR IN D&I



BakerPride DC, friends and allies wore purple in support of GLAAD's Spirit Day 2018.



A number of our offices celebrated Black History Month with viewings of Black Panther.

Our Hong Kong office hosted the Community Business's working session on mental health.



Our Belfast Center was named a Right Place to Work in the Irish News Workplace Awards.



Colleagues in our Chicago office at the Black Panther screening.



We were honored to be a lead sponsor of Hong Kong's 10th Annual Pride Parade.



In Spain, we were named Best Office for Diversity at the Forbes Abogados 2018 awards.



Our Manila Center is now a member of the Philippine Financial Industry Pride.



Our Johannesburg office launched its D&I committee, featuring a presentation by Constitutional Court judge and HIV/AIDS and gay rights activist Edwin Cameron.



Launching HeforShe

Our Bogota office was named Best Pro Bono Law Firm 2018 by the ProBono Colombia Foundation, an organization that helps to expand equal access to justice for the country's vulnerable populations.



At the World Economic Forum 2018 in Davos, we are proud to support the United Nations Human Rights Standards for Conduct for Business to tackle discrimination against LGBT+ people.



## OUR SPHERE OF INFLUENCE

As a global Firm, we have the opportunity to use our sphere of influence to advance human rights and fair labor practices through pro bono legal services, including direct representation and key client partnerships, as well as supporting our local communities and NGOs globally.

### GENDER

#### CEO Champions for Change

This year, we **joined other leading global companies** in committing to drive change by accelerating progress in the representation of women, including women of color, in executive/senior level positions over five years. We also committed to maintain or accelerate the representation of women, including women of color, on the company's Board of Directors (or equivalent) over five years, and to strengthen the pipeline of women through an annual review of internal diagnostics and by leveraging leading practices to address any identified issues. We aim to benchmark and track inclusion and improve the culture of inclusion within the Firm. We will share key representation metrics with Catalyst for benchmarking and for anonymized reporting of our collective aggregate progress.

#### HERoes

In 2018, our Global Chair Paul Rawlinson was ranked as the leading lawyer in the **Male Champion of Women in Business report** by The Financial Times and HERoes, a gender equality initiative. In his second year ranking, Paul was named in the top 10 of Male Champions of Women in Business for helping to effect the greatest changes in women's careers in the UK and beyond.

#### Make It Happen

We partnered with research agency Quest to publish "**Make It Happen: How Women Leaders Unleash Their Strengths.**" The report provides visibility into the journeys of senior women executives, including women from our Firm, who share their stories on how they have developed careers and lives they can thrive in.



### CULTURE AND ETHNICITY

Building upon our Colour Brave campaign in **London**, we were one of 12 businesses that were invited to the launch of the Race at Work Charter, spearheaded by the UK Prime Minister's Office, in order to discuss issues faced by ethnic minorities at work with a senior UK government minister.

In Australia, the Firm joined a group of leading organizations to embark on the world's first study into cultural diversity within the legal profession. More than 6,500 lawyers at eight firms were asked to describe their own background and familial heritage. The survey will be repeated annually and chart progress on broadening the cultural mix of the profession.

The Australia offices have also been increasing engagement with Aboriginal and Torres Strait Islanders. We have significantly increased the amount of pro bono work our lawyers undertake for indigenous individuals and indigenous-owned or run organizations, to about 800 hours. We also started preparing the Australian partnerships' first Reconciliation Action Plan (RAP) in support of the country's national reconciliation movement. The RAP will launch next year.

We have also created a new Diversity & Inclusion Group in Australia called Baker Indigenous Engagement. This group focuses on increasing the Firm's engagement with Aboriginal and Torres Strait Islanders. We have provided cultural awareness training to partners and staff in each of our Australia offices. In celebration of Aboriginal and Torres Strait culture, we hosted a performance for partners, staff and families by a Torres Strait Islands music ensemble, and held events to mark NAIDOC Week and National Reconciliation Week. Finally, the offices hired two Aboriginal and Torres Strait Islander interns for a 12-week period commencing in November.

### LGBT+



Our Hong Kong office proudly hosted the fourth annual Asia OutNEXT Global Salon as part of the constellation events of the Out Leadership Senior Summit. The OutNEXT Salon brings together over 60 LGBT+ emerging leaders for a half-day of leadership development content, a keynote conversation, and networking. Our Global Diversity & Inclusion Committee member Tan Loke-Khoo gave the opening remarks.

Our Melbourne lawyers assisted the Human Rights Law Centre to prepare a **report** about the nature, extent and impact of gay and trans conversion therapies in Australia. The report is designed to help government, support services and faith communities to better respond to those experiencing conflict between their gender identify or sexual orientation and their beliefs.

Baker McKenzie assisted OutRight Action International to undertake legal research regarding the ability of NGOs to obtain registration status when they are focused on the LGBTI community. Our lawyers conducted the research in each country in which Baker McKenzie is located. The results of our work are published in the report, "**The Global State of LGBTIQ Organizing – The Right to Register.**"

## DISABILITY

Our Hong Kong office is an Employment Sponsor of a community adult psychiatric rehabilitation service center that provides world-class rehabilitation services to people with mental disorders. The organization's transitional employment opportunities program places people who have experienced mental illness in temporary work contracts with sponsors such as Baker McKenzie, to help them regain skills and confidence and gradually reintegrate into society. Since beginning our partnership with the organization, our Firm has placed 73 people in temporary contracts at various departments, including Business Development & Marketing, Learning & Development, Central Filing and Accounts. Two of these contracts have been made permanent.

## WELLBEING

On World Mental Health Day 2018, we became one of the first law firms to sign the Mindful Business Charter, representing a collective commitment to changing avoidable working practices that can cause of mental health and wellbeing issues for employees. The charter represents the first time financial and legal services providers have come together to reach a shared agenda for supporting mental health wellbeing.

## SOCIAL MOBILITY

We have a longstanding commitment to social mobility and increasing access to the legal profession. Each year, our London office commits to offering a number of work experience places through PRIME and the Social Mobility Foundation. PRIME is an alliance of law firms across the UK, committed to improving access to the legal profession through work experience. The Social Mobility Foundation aims to provide opportunities and networks of support to 16- and 17-year-olds from low-income families. Our work placement program is designed to encourage and develop key personal and business skills, such as team work, communication, presentation, negotiation, making an impact and networking, which are fundamental to a career in law and the wider business world. Interns joined our Marketing, HR and Practice Group teams, working closely with colleagues before delivering their end of internship presentation.

We continue to support the Life Project for Youth Association (LP4Y), an organization dedicated to the professional and social integration of young adults living in extreme poverty and exclusion in the Philippines, Vietnam, India and Indonesia. The initiative offers 18 months of experience in a professional environment through placements at one of more than 120 businesses that provide financial support, microeconomic initiatives, academic support or professional integration. Micro-businesses run by participants are at the core of LP4Y's one-year professional training. In teams of 15, the young adults work on the creation, development and management of a business to develop their skills and prepare for professional integration.

Our Africa Team teamed up with local clients to provide a three day training course for 50 students from the Nigerian Law Society on both technical legal and soft skills.

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**“Thank you for the wonderful week that I had at Baker McKenzie, it surpassed my expectations, which is interesting because I already had high hopes! It was enlightening, thought provoking and provided me with knowledge and skills that I wouldn't have gained anywhere else. It also gave me an opportunity to have an in depth view into the lives of Solicitors at Baker McKenzie.”**

**- PRIME student 2018**

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## 2018 BAKER MCKENZIE AND COLUMBIA LAW SCHOOL SCHOLARSHIP

The 2018 Baker McKenzie Scholarship was awarded to Meher Dev, a human rights lawyer dedicated to expanding women's and minorities' rights and clinical legal education in India.

The scholarship, established in June 2015, awards USD 50,000 to an LLM student who demonstrates academic success and financial need. Priority for the scholarship is given to international students who have overcome barriers to achieve in the field of law, particularly those raised or educated in emerging nations. Meher's passion for human rights came from her experiences growing up as a member of the Sikh community in India. From a young age, she recognized the marginalization she faced as a girl who belonged to a religious minority. She pledged to help women and minority communities lacking access to law by becoming a human rights lawyer and representing voices of women and minorities.

While studying at Jindal Global Law School in Sonapat, India, Meher co-founded an organization called Women and Law Society that provided pro bono legal assistance to women who worked at the law school or lived in the surrounding rural area. After graduating in 2014, she continued her advocacy efforts in the private sector and worked with a corporate law firm to advise non-profit clients and to expand the firm's pro bono practice. She then became an advocate for the chamber of Indira Jaising, a senior advocate of the Supreme Court of India and a former member of the Convention on the Elimination of all Forms of Discrimination Against Women Expert

Committee. While there, Meher continued to work on complex cases concerning women's rights to political participation, work, and sexual and reproductive health. She also established a mentoring program for students interested in pursuing a career in human rights law. Before attending Columbia Law School, she was a research and teaching assistant at the National Law University in Delhi, India. She worked closely with the Centre for Reproductive Rights and the Centre for Constitutional, Law, Policy and Governance at National Law University to create a reference book for reproductive rights case laws in India that would also serve as a text for the first course on reproductive justice in an Indian law school. While at Columbia, Meher provided research assistance for the 124th Session of the UN Human Rights Committee and attended the Committee proceedings in Geneva.

We are honored to provide an opportunity to such a bright and dedicated candidate, who has demonstrated an inspiring passion for advancing diversity and inclusion in the legal profession. Meher's consistent efforts to advocate for women and minorities, mentor students in human rights law, and advance these initiatives through the creation of legal education clinics in her home country make her an exemplar of the very reasons for developing this scholarship program.



Meher Dev visited our New York office to meet fellow Columbia Law School alumni and our New York Pro Bono Committee.

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**“Receiving recognition from Baker McKenzie reinforces my belief in the collaborative ways in which human rights lawyers and corporate lawyers can support each other's work.” - Meher Dev**

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## EQUAL JUSTICE WORKS FELLOWS



Together with Salesforce.org, we are co-sponsoring Equal Justice Works Fellow Alexander Chen, who is working with the National Center for Lesbian Rights (NCLR) in San Francisco, California. Alexander's work is focused on expanding the rights of transgender people through litigation and policy advocacy in education, employment, healthcare, housing, prisons, and juvenile justice and child welfare settings. He is a member of the legal team litigating the transgender military cases *Doe v. Trump* and *Stockman v. Trump*. He also co-drafted AB 2119, a bill making California the first state to guarantee access to transition-related healthcare for trans youth in foster care. Alexander was named one of Forbes' "30 Under 30" in Law and Policy for 2018.



In partnership with Apple Inc., we are co-sponsoring Equal Justice Works Fellow Lilliana Paratore, who is working with UnCommon Law in Oakland, California. Her fellowship explores how the California parole board considers gender-based violence and trauma in parole consideration hearings. During her time in law school, in addition to working with the Post-Conviction Advocacy Project, Lilliana participated in the Death Penalty Clinic and the East Bay Community Law Center's Clean Slate Practice, and worked at the Prison Law Office and Orleans Public Defenders. Lilliana also served as the symposium editor for the Berkeley Journal of Criminal Law, in which her writing on the California parole process was published. The Firm is further supporting her work by providing pro bono research and analysis on how parole boards treat intimate partner battering.

## KEY PRO BONO INITIATIVES

Our pro bono mission is to deliver first-class legal services to the underserved and disadvantaged by fostering an environment that encourages and promotes service, and to promote and sponsor activities that provide opportunities for all Firm personnel, independently and in partnership with our clients, to contribute to the well-being of the communities in which we practice and live.

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**RACS is so grateful for the tremendous support of Baker McKenzie. It would not be possible for us to provide representation to these clients at interview without your support, and we are so grateful to the individual lawyers who dedicate valuable hours to assisting our clients at interviews. You are all making an enormous difference in the lives of people seeking safety.**

**- Refugee Advice & Casework Service (RACS)**

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- In 2018, we expanded our partnership with the Cyrus R. Vance Center for International Justice — a recognized non-profit that advances global justice by engaging lawyers across borders to support civil society — to develop joint efforts to broaden pro bono initiatives in Latin America by incorporating all of our Latin America offices as signatories of the Pro Bono Declaration of the Americas. The declaration had previously been signed by the Firm's offices in Colombia, Mexico and Peru. Jaime Trujillo, our Latin America regional chair, has also joined the organization's board.
- Our North America Pro Bono Practice recently partnered with Facebook and the National Institute for Trial Advocacy (NITA) to host a three-day training session in San Francisco for 40 lawyers, including in-house counsel from 10 of our Firm's clients, who are interested in helping vulnerable youth navigate the legal system. The first-of-its-kind trial advocacy program leveraged NITA's learn-by-doing methodology to teach advocacy skills for system-involved children. The training covered direct and cross examination, motion argument, interviewing child clients, use of expert witnesses, and professional responsibility.
- Globally, our lawyers continue to provide pro bono support for the World Congress on Justice for Children in the form of research papers, and on the ground support during the Congress Session in Paris in June.
- We continue to represent International Justice Mission, an international, non-governmental organization focused on human rights, law and law enforcement, in several cases involving child trafficking.
- Lawyers in our Brussels and Antwerp offices have been providing pro bono support to Cinemaximiliaan, a non-profit organization that started by showing movies to refugees in Maximiliaan Park in Brussels. The organization now provides integration support to refugees in the form of art classes and professional development. We support the organization in the areas of real estate, corporate, tax and regulatory assistance and structuring.
- Several lawyers in Baker McKenzie Wong & Leow in Singapore have been appointed to the panel of the Legal Assistance Scheme for Capital Offences (LASCO). Where an accused person faces a capital offense (an offense where the punishment is death), the state will assign at least two counsel to defend the accused person. Counsel who wish to defend such accused persons have to apply to join the LASCO panel of lawyers.
- Lawyers in our Sydney office successfully applied to the Federal Court for the transfer of a 13-year-old Iranian refugee, together with his family, from Nauru to Australia for urgent medical attention. The family had arrived in Australia by boat without visas in 2013 and had been transferred to Nauru for regional processing more than five years ago. The boy had been diagnosed with Passive Refusal Syndrome or Resignation Syndrome, a condition which can occur in reaction to extreme trauma. At the time of transfer, the boy had not eaten for three weeks, was no longer talking and had suicidal tendencies. Appropriate medical treatment is not available in Nauru.
- We continue to assist the Mekong Club, a leading anti-slavery organization that fights human trafficking and forced labor risks, to create resources for companies who discover forced labor or poor working conditions in their supply chain, focusing on Vietnam, Thailand, Myanmar, China, Malaysia and Hong Kong.
- Lawyers in our Johannesburg offices have assisted Penal Reform International to collect detailed data on the rights of prisoners to vote in South Africa, Namibia, Botswana and Zimbabwe. As part of this project, our team considered the extent of disenfranchisement of offenders and prisoners. Our work included an analysis of areas where voting rights are restricted, and the circumstances for such restrictions.
- A team of our lawyers in offices across Asia Pacific collaborated with Host International and Asylum Access, Malaysia, to launch a report examining the rights of refugees to gain lawful and safe access to employment in eight select Asian countries: Malaysia, Thailand, Indonesia, the Philippines, India, Bangladesh, South Korea and Japan. Launched at Global Compact for Refugees in September 2018, the report will be used to support efforts to promote refugee work rights with influential stakeholders in the research countries. The report provides examples of feasible work rights schemes from around the region to support the adoption of better law and policy on this issue.

## THE REFUGEE INTEGRATION PROGRAM

Lawyers in our Milan office launched the Refugee Integration Program in January 2018. Developed in partnership with the University of Milan and UNHCR, the program aims to bridge the gap between businesses, institutions and beneficiaries of international protection to provide the first step towards integration into the labor market. Since its launch, the program has placed over 30 refugees in temporary and permanent employment contracts.

The program is built on the belief that access to gainful employment for refugees is a key element of integration into their new society, and a fundamental human right. The project has received vital support from our contacts and clients in the region, including Cavalli Fashion Group and Phoenix Group, among others.

Our Milan office welcomed three trainees from the program, helping them develop skills in IT and administrative services. This inspiring project is a mutually beneficial experience for participants and businesses, who have the opportunity to develop a culture of inclusion and diversity at work and discover new talent, while positively impacting the lives of those forced to flee their home countries due to conflict or threat of persecution. The program was named Pro Bono Initiative of the Year at the TopLegal Awards 2018.



The Refugee Integration Program was named Initiative of the Year – Pro Bono Award at the TopLegal Awards 2018. From left: Associate Davide Coppola, partner Andrea Cicala, and associate Fiammetta Rivolta.

**“I felt we had to take concrete action to help even one person to change their life. Helping migrants to build a profession means helping them but also helping the society. Finding work is their first step to regaining dignity and self esteem, thus the first step to real social integration. The Refugee Integration Program aims to be the first concrete step towards the effective integration of the beneficiaries of international protection. Many of these people have extraordinary skills and potential, but due to their past and the difficulties in their country of origin, they are not able to use their skills. Our project aims to help the refugees to acquire new skills and develop the necessary qualifications, raising their confidence and facilitating their steady entry into the labor market. Moreover, their positive example will contribute to developing a more inclusive work environment that is much more sensitive to migration and reception issues.**

**As a law firm, the most relevant value we have is the human capital represented by our professionals and our staff. Refugees represent an incredible capital that we, and the society, have simply to know and to value with no fear. The success of all the job integrations (more than 30) we made with our business partners in the first year of our project proves this. This project reflects who we are as a Firm and our commitment to pro bono service. Helping the communities where we operate is foundational to our strategy and to the future of our Firm.” – Andrea Cicala, Partner, Milan**

## END VIOLENCE AGAINST CHILDREN

Lawyers from our offices in Australia, Hong Kong, Japan, Taiwan, Thailand and Vietnam, as well as member firms in Indonesia, Malaysia, the Philippines and Singapore, are teaming with corporate clients to support World Vision’s End Violence Against Children Program. The five-year global campaign is aimed at ensuring the safety and protection of children affected by human trafficking, abuse, neglect, exploitation and all other forms of violence. Together, we are developing a series of six easy-to-use legal guides which will simplify the complexity involved and provide enhanced insight for local communities and first responders to reference when assisting victims of violence.

The “Child Trafficking FAQ” is the first of six planned legal guides, following up on the heels of “End Trafficking in Persons” that was launched in 2016 by World Vision and Baker McKenzie. As the title suggests, the “Child Trafficking FAQ” will address human trafficking abuses committed against children and aims to answer around 20 questions related to available legal structures and special services. The other five legal guides will tackle similar themes that include physical violence, sexual violence, child marriage, child neglect, and psychological abuse. Taipei Partner Tiffany Huang serves as chair for World Vision Taiwan. In 2018, she hosted the End Violence Against Children Workshop to promote social awareness in Taiwan about children under violent threats and how to protect them.

**“World Vision and Baker McKenzie decided to join forces to end violence against children across Asia Pacific, signing a partnership agreement on 30 July 2018. This partnership is based on trust, common values, and mutual concern for the well-being of children. World Vision believes, with the support from the private sector, especially partners like Baker McKenzie, other like-minded agencies and with government support, it will be possible to eliminate many challenges facing children across Asia Pacific, especially violence. Baker McKenzie brings specialised skills and vast experience that is crucial to address violence against children. World Vision is implementing a global flagship campaign; “It Takes a World to end violence against children,” and believes the role of Baker McKenzie to achieve the campaign objectives will be a key contributor to the success of the campaign. World Vision is proud to partner with Baker McKenzie.” – Daniel Selvanayagam, Senior Director Operations, World Vision International, Asia Pacific Region**



## HOMELESS YOUTH HANDBOOK

One of the big obstacles homeless youth face is a lack of understanding of the law and the options available to them. There are few available resources that speak plainly about their rights. These knowledge gaps are wide and deep. In addition, many non-legal professionals who are committed to helping homeless youth also lack information about their legal rights. Eager to do our part to address the legal needs of youth when and where they need answers, our Firm joined up with our similarly committed friends including clients and homeless charities across the country, to address this need. Together, we crafted a resource for not only youth but also social workers, shelter staff, school personnel, medical personnel, law enforcement and anyone else willing to help them access the information they need.

Beginning in 2013, we worked with a team to create a much-needed and previously non-existent legal resource to better serve homeless youth in several US states — the **Homeless Youth Handbook**. The handbook has become an invaluable resource for homeless youth, communities, and agencies across the country. Creating a resource to answer the wide range of legal questions faced by homeless youth demanded the best thinking, study, creativity and advocacy the legal community could provide — all packaged together in an easy-to-use format. Each handbook was created based on state specific laws and covers critical topics such as education, healthcare, housing, parenting and consumer credit issues and is available in print form in schools, libraries, shelters and public agencies. In 2018, we added handbooks for three new states. The handbooks also inspired the creation of the Baker McKenzie Virtual Legal Clinic, a service offering free legal representation to youth requiring legal advice in areas such as housing, money and emergency benefits, via a hotline or a video chat at a drop-in center.

- Florida, working with The Walt Disney Company and Florida Children’s First
- Illinois, working with United Airlines and Chicago Coalition for the Homeless
- Minnesota, working with Ecolab and Southern Minnesota Regional Legal Services
- New York, working with Mondelez and The Door
- Texas, working with Weatherford and Appleseed
- Washington, working with Starbucks and Columbia Legal Services
- Washington DC, working with The Walt Disney Company and National Law Center on Homelessness and Poverty

We also have plans to launch Homeless Youth Handbooks in California, Indiana, New Jersey and Ontario in 2019. We will continue to develop this resource across the country where children’s advocates say it is needed and where caring and committed corporate partners want to join us to make it happen.



## CONSORTIUM FOR STREET CHILDREN

Over the past eight years, we have been working with the Consortium for Street Children (CSC) to protect the rights of street children across the globe. In 2017, we witnessed the publication of the UN’s General Comment on Children in Street Situations — a document which we helped to design. But we didn’t do it alone. In-house legal teams from a range of clients including Cargill, Salesforce and Merck helped us to host consultations with 1,000 street children in countries including India and South Africa.

After the publication of the General Comment, we recognized that while the UN human rights systems aim for successful enforcement and implementation around the world, only a few countries are examined per year, and when they are, often street children are not the focus. We wanted to develop an atlas tool to help local governments access legal information, measure ongoing efforts and adapt more efficient ways to help advocate for and meet the expectations outlined by the UN.

Over 650 lawyers and other professionals from within and outside our Firm have been involved in this project to date, mapping and researching the substantive laws and policies in almost every country in the world. We couldn’t deliver a project on this scale without our clients. By collaborating with them, we gathered a wealth of different perspectives, and built friendships along the way.

Through this project, and by allowing ordinary citizens to access information, we hope that our legal atlas will create a change in attitudes and in the way street children are treated across the world.



**“Having teams on the ground, listening to children first-hand, meant that the General Comment was more direct, more in line with what the children needed and has the potential to have more impact. And that’s down to Baker McKenzie.”**

**- Caroline Ford, Chief Executive of the Consortium for Street Children**

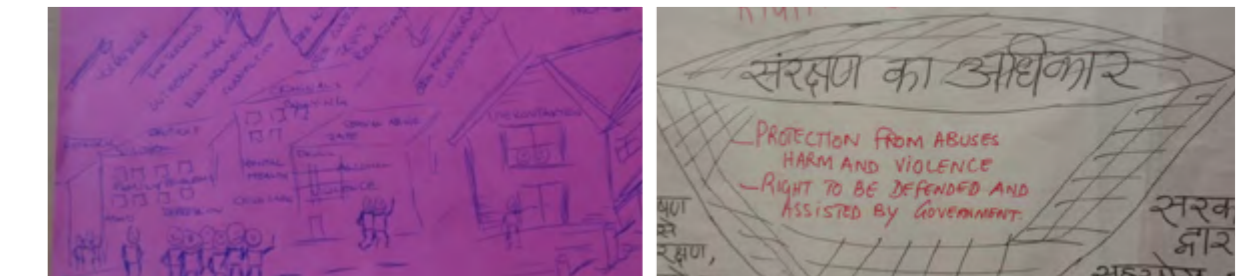


Image credit to Consortium for Street Children.

## COMMUNITY

Think globally, act locally. As a global law firm, Baker McKenzie sees corporate social responsibility as everyone's responsibility. And while CSR is driven globally by the Firm's leadership and integrated into our business strategy and operations, it is brought to life by local committees in our 78 offices around the world, working with local organizations to address the issues that are important to the communities in which we are based. We encourage our offices and personnel to support the communities where we live and work through volunteerism and charitable activities. Every employee has a part to play, and we are proud of the passion and dedication our people show towards their local communities.



Our Manila Center partnered, for a third time, with the Haribon Foundation in a coastal cleanup of Metro Manila's last remaining beach and mangrove area, the Las Piñas-Parañaque Critical Habitat and Ecotourism Area. Supporting the #seaofchange initiative, close to 60 people picked up and bagged almost six US tons of rubbish, comprising Styrofoam, rubber and clothing, PET bottles and plastic residual, among others.



Our London office hosted pupils from Five Elms Primary School and Enabling Enterprise for a Tricky Trials Challenge to learn problem solving and presenting skills. A Y4 student shared, "It's hard work being a lawyer but fun, too. I think I'm going to work here one day."



The Information Technology & Business Process Association of the Philippines recognized our colleagues in Manila for continuing their work in advancing quality education in the community, particularly their involvement in the Philippine government's Brigada Eskwela and Adopt-A-School programs



Our Hong Kong office organized a beach cleanup at Sok Kwu Wan. With the help of Hong Kong Cleanup, volunteers collected 435 kg of trash and plastic debris.



The Houston office volunteered with Harrison's Heroes at MD Anderson Hospital's Camp For All 2U.



Teams from our North America Corporate & Securities practice served nine communities and volunteered with their chosen local charities in the US, Canada and Mexico in our 2018 Community Service Day.



Five brave colleagues from our London office abseiled down Broadgate Tower in the City of London to raise funds for Richard House Children's Hospice.



Our Bangkok office donated 150 sets of computers and notebooks to disadvantaged schools in rural areas in Thailand.



Our Belfast Center raised GBP 22,900 for Cancer Focus Northern Ireland through their "Baker Come Dancing" event.



# GOVERNANCE

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Good governance is a cornerstone of good business. We are committed to promoting transparency, ethical behavior, and accountability both within our operations, and externally through our influence and counsel. We consider the rule of law to be fundamental. We also believe that business can play a vital role in advancing peaceful, inclusive societies and effective and accountable institutions at all levels. Our commitment to the rule of law is also supported extensively by our pro bono efforts and our partnerships, such as our patronage of the United Nations Global Compact's new Action Platform on Peace, Justice and Strong Institutions.

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



## OUR OPERATIONS

Baker McKenzie is committed to making the right choices and doing the right things, within the law and according to the highest standards of legal, ethical and professional behavior. We have articulated these commitments in our [Code of Business Conduct](#), which is publicly available and which everyone in the Firm is required to read and comply with. The Code sets out the behavior we expect from our employees in relation to issues such as compliance with anti-corruption laws, dealing with sanctions, money laundering prevention, and avoiding conflicts of interest, among other topics. Our Code spells out our expectations in specific areas and provides principles to guide our behavior when the rules are not clear or there are no rules. It also reflects our commitment as a signatory to the UN Global Compact to align our policies and operations with the Compact's Ten Principles in the areas of human rights, fair labor, the environment and anti-corruption.

All of our personnel undergo mandatory and regular training with respect to our Code of Business Conduct, including training on anti-corruption law.

Our Code of Business Conduct Hotline provides an additional tool to help ensure that everyone complies with the Code. The Hotline allows anyone in the Firm to ask questions, seek guidance or report concerns confidentially and, where permissible, anonymously, by phone or through a dedicated web portal, EthicsPoint.

We recognize that fulfilling our commitments and safeguarding our reputation requires the participation of everyone in every role across the Firm. Our clients have a right to know what we stand for and how we ensure compliance in a complex and changing world.

## OUR SPHERE OF INFLUENCE

- We are members of the World Economic Forum's [Partnering Against Corruption Initiative](#), which works with business leaders, international organizations and governments to address corruption, transparency and emerging-market risks.
- We continue to work as a member of the International Bar Association (IBA) Sextortion Working Group, assisting in compiling reports on sextortion in South Africa, and beginning in other jurisdictions. "Sextortion" is a form of sexual exploitation and corruption that occurs when people in positions of authority — whether government officials, judges, educators, law enforcement, or employers — seek to extort sexual favors in exchange for something within their power to grant or withhold. While there is growing international recognition of sextortion, significant legal reform is required to address the full scope of the conduct. Our lawyers have been conducting research to establish whether existing anti-corruption frameworks are the most effective avenue through which to pursue sextortion claims, and formulating recommendations on how to address sextortion.
- We contributed to the United Nations Global Compact report, "[Human Rights: The Foundation of Sustainable Business](#)." The report celebrates the 70th anniversary of the Universal Declaration of Human Rights (UDHR) and builds upon the "UN Global Compact Progress Report" by highlighting snapshots of good practice from companies participating in the UN Global Compact and advancing the UN Guiding Principles on Business and Human Rights. We were featured for the many ways in which we support our LGBTI+ people.
- This year, we held our 5th Annual Children's Rights Summit. Focused on the legal challenges facing vulnerable children, the summit gathers child advocates, academics, lawyers, in-house counsel and other experts to examine critical questions about how children can overcome challenges in the law. The agenda examines barriers to children's rights and brainstorms ways new technologies and innovations should be applied to address them.
- We partnered with The B-Team to produce and launch "[Eradicating Modern Slavery: A Guide for CEOs](#)." The guide seeks to help the private sector understand its responsibility and power in making a real impact on this issue and bringing freedom to those who need it most.



We're proud to have partnered with The B Team on the production of [Eradicating Modern Slavery: A Guide for CEOs](#), a tactical guidance to help CEOs end modern slavery.

- We partnered with the Anti Terrorism Executive Directorate of the UN and the Global Forum for Peace and Justice to create the South Asia Regional Toolkit for Judges. The toolkit provides practice-oriented guidance to judges and judicial training academies of South Asian Association for Regional Cooperation member states on the adjudication of terrorism and related cases in line with customary international and human rights law and norms.
- We have partnered with Global Rights for Women, an NGO working internationally to promote the human rights of women and girls, particularly the right to be free from violence. The organization is invited by governments, law enforcement or civil society addressing domestic violence, to assist in drafting, passing and sharing best practice and solutions in enforcing laws on violence against women in countries all over the world. Our lawyers are supporting this by analyzing existing domestic violence frameworks in these countries and comparing them with model systems.

- In partnership with the World Congress on Justice for Children and volunteers from client partners' in-house legal teams, our lawyers are preparing and coordinating multijurisdictional research on the use of neuroscience by juvenile criminal justice systems.
- In partnership with the World Economic Forum, UNICEF and the Center for the Fourth Industrial Revolution, our lawyers are assisting in the development of a legal framework to evaluate the current state of the law and share best practice for the protection of children's rights as artificial intelligence is increasingly embedded in children's toys, tools and classrooms. These guidelines will encourage the use of AI technology for the benefit of children while also protecting their privacy and their lives from the use of AI across that data.
- As chair for the Committee of Public Affairs under the National Taiwan University Law Alumni (NTULA) organization, Taipei Partner Lindy Chen participates in various issues related to the ongoing judicial reform in Taiwan. In her article, "Analysis on Problems in Taiwan Judicial System from the Perspective of Ordinary People," published by Storm Media, Lindy presented a three-dimensional solution for the problems in Taiwan's judicial system, namely, attitude, quality, and efficiency when handling a case.

## UNGC ACTION PLATFORM FOR PEACE, JUSTICE AND STRONG INSTITUTIONS

We are proud patrons of the United Nations Global Compact Action Platform for Peace, Justice and Strong Institutions. The Action Platform is a two-year program that brings together business, governments, civil society and UN agencies to combine efforts towards achieving a peaceful and inclusive society for sustainable development, the provision of justice for all, and effective and accountable institutions at all levels. During the concept phase of the Action Platform it was

identified that — while the targets under Goal 16 are inherently the duty of governments to achieve — there is a strong case for responsible businesses to assist in this effort. The new [UN Global Compact Progress Report](#) identifies SDG 16 as one of the furthest behind, with only 22% of companies reporting to have taken action on it.

"Peace, justice and strong institutions are the foundation for businesses and societies to succeed and to achieving the Sustainable Development Goals," said Lise Kingo, CEO and executive director of the UN Global Compact, upon launching the platform. "That said, as the Progress Report findings show, it can sometimes be difficult to understand concretely how these concepts directly relate to the private sector and their corporate strategies, operations and relationships. Our new Action Platform seeks to address this challenge."

The Action Platform has already garnered support from several businesses in sectors ranging from law to energy to consumer goods. From now until 2020, the Action Platform will provide a forum for dialogue that results in action towards improving accountability, integrity and transparency within businesses and the countries in which they operate. The Action Platform will provide global standards for understanding, implementing and reporting on business engagement in advancing peace, justice and strong institutions. It will explore global trends related to Goal 16 that require responsible advocacy, agenda setting and commitment to action by businesses, governments and civil society alike.

## BAKER MCKENZIE LAW FOR DEVELOPMENT INITIATIVE

Baker McKenzie is a recognized world leader in the delivery of legal assistance to governments, multilaterals, donors and foundations who are seeking to support the rule of law within their wider development efforts. This year, we established the Law for Development Initiative (LDI), a not for profit entity that facilitates and manages high quality, detailed, practical and expert multidisciplinary assistance to governments, multilaterals, donors and foundations who are seeking to support the rule of law within their wider development efforts. LDI's innovative structure allows developing country governments — for the first time — to access the highest quality, international standard multidisciplinary services. It works with Baker McKenzie and other technical experts to deliver the necessary specialist advice required.

Funded by the Australian Department of Foreign Affairs and Trade over the next four years, LDI's first project is to deploy Australia's indigenous approach to savanna burning known as traditional fire management into similar landscapes across the world, with the first pilot being in Botswana. LDI will manage the project and work with Baker McKenzie, the Kimberley Land Council and Charles Darwin University, as well as partners in Botswana, namely the government of Botswana and the University of Botswana.

Savanna fires release methane and nitrous oxide, which are strong greenhouse gases. The current fire regime across much of the world's tropical savanna is dominated by late dry season wildfires. These hot, intense fires tend to burn most of the fuel available, including the canopies of trees, and can burn for many days. They decimate biodiversity and lead to forest degradation and land erosion. Emissions from savanna fires can be reduced by shifting burning from the late dry season towards the early dry season and reducing the area that is burnt each year. This approach reduces emissions because the fires are less intense and burn less country each year. It also protects biodiversity, wildlife and infrastructure from wildfires.

In Australia, Traditional Fire Management (TFM) — the indigenous approach to managing wildfires in savannas through managed burning (i.e., savanna burning) — has been re-established as a key method to address climate change and manage landscapes. Over the last 10 to 15 years, substantial work has been undertaken to develop methodologies, set up monitoring, reporting and verification (MRV) frameworks, build capacity, engage communities and establish legal and governance frameworks. Reinvigorating TFM practices represents the only viable adaptation mechanism to increasing wildfire that is predicted to occur as a result of climate change. TFM could lead to reductions of wildfire emissions by as much as half, with significant further emissions mitigation through carbon sequestration over the long term. TFM also offers a number of co-benefits including creating jobs, promoting biodiversity, restoring degraded land, preventing and reversing soil erosion, supporting tourism through retention of biodiverse landscapes, reinvigorating culture and improving food security and health. As the suitability of TFM to African landscapes is developed, it can encourage countries to generate revenues through international carbon markets.

This project seeks to build the foundations to pilot Australia's TFM in Botswana, where savannas are key ecosystems both in terms of being home to communities living on them and in making important contributions to agriculture, wildlife tourism and biodiversity. Botswana has been chosen because it is among the countries most affected by savanna fires, and it has a high level of suitability for the application of fire management methodologies akin to those used in Australia. Nearly one-quarter of the country was burned in 2010. The region has suitable climactic conditions (one wet season and one dry season annually) to be an optimal pilot site. Furthermore, Botswanan communities have experience in community-based natural resource management projects which suggests an in-built domestic capacity that could help accelerate successful implementation. Agriculture and tourism are two of three major economic activities in Botswana. Both are affected by savanna fires, with fires in agricultural areas tending to disproportionately affect women, who head the majority of poor rural households.

## AWARDS AND ACCOLADES



### ENVIRONMENT

- Awarded Best Law Firm in Voluntary Carbon Markets for 11 years in a row by the Environmental Finance Annual Market Rankings
- Ranked Band 1 for Climate Change by Chambers Global for 11 consecutive years
- Sydney Partner Martijn Wilder named overall winner of the Financial Times Asia-Pacific Innovative Lawyers Awards 2018 for his pioneering work in new areas of law to tackle the world's most pressing environmental issues, particularly through the use of innovative financial models
- Recognized as Best Law Firm in eight categories by the Annual Market Rankings by Environmental Finance 2018:
  - Carbon markets - China
  - EU Emission trading system
  - North American markets (California)
  - Renewable energy certificates - North America
  - North American Markets (All)
  - Renewable energy certificates - Europe
  - Renewable energy certificates - Australia
  - Kyoto project credits (JI and CDM)



### DIVERSITY AND INCLUSION

- **Stonewall**
  - Ranked in 10th place in the Top 100 Employers 2019
  - Top Trans Employer
  - Highly Commended for our LGBT network group
- **Human Rights Campaign**
  - 100% Perfect Score on the Corporate Equality Index
  - Best Places to Work for LGBT Equality for 8th consecutive year
  - No. 6 in Workplace Equality Index
- Euromoney's European Women in Business Law Awards: Best International Firm for Women in Business Law, Most Innovative International Firm, and seven other awards
- Paul Rawlinson named Male Champion of Women in Business for the second year, while partners Joanna (Jo) Ludlam and Sue McLean named Female Champions by the **Financial Times and HERoes**, a gender-equality initiative
- Listed in Business in the Community's Best Employers for Race 2018
- **Top 10 in Government's Top 50 UK employers for social mobility**
- Pro Bono Finalists for work on Transgender Rights at The Lawyer (UK) Awards 2018



### PRO BONO

- **Incluir Direito** initiative supported by Trench Rossi Watanabe and other firms in Brazil recognized by LatinLawyer
- Sue Wan Wong named Woman Lawyer of the Year at the Asian Legal Business (ALB) Malaysia Law Awards 2018
- Named one of the Best Law Firms for Women by Working Mother magazine for eight consecutive years
- Listed in the top five best law firms for women attorneys in Law360's **2018 Glass Ceiling Report**
- Julie Alexander named one of IFLR's 2018 Women Leaders — the only Woman Leader in Bahrain and Saudi Arabia
- Belfast Center won in the Right Place to Work and Workplace Wellbeing categories at the **Irish News Workplace & Employment Awards**
- Named a Silver Employer at the LGBTI Inclusion Awards by Australian Workplace Equality Index (AWEI)
- Named Best International Firm for Women in Business Law by 2018 Euromoney Asia Women in Business Law Awards for the eighth year running
- Paul Rawlinson named a **CEO Champion for Change** by Catalyst for the second consecutive year
- Recognized by Stonewall and Human Rights Campaign, for evident support to the **UN Standards of Conduct**
- Listed in Expansion's "Las 109 Empresas Responsables en México, 2018" (109 Responsible Companies in Mexico, 2018)
- Awarded the Pro Bono Initiative of the Year at the TopLegal Awards 2018 for the Refugee Integration Program
- Listed in Financial Times Top 15 Most Innovative Law Firms — Social Responsibility (Regional)
- Named Best Pro Bono Law Firm 2018 by the ProBono Colombia Foundation
- Angela Vigil named FT Top 10 legal innovators for North America

**[www.bakermckenzie.com](http://www.bakermckenzie.com)**

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 65 years, enables our 13,000 people to understand local markets and navigate multiple jurisdictions, working together as trusted colleagues and friends to instil confidence in our clients. Baker & McKenzie International is a global law firm with member law firms around the world. In accordance with the common terminology used in professional service organizations, reference to a "partner" means a person who is a partner or equivalent in such a law firm.

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