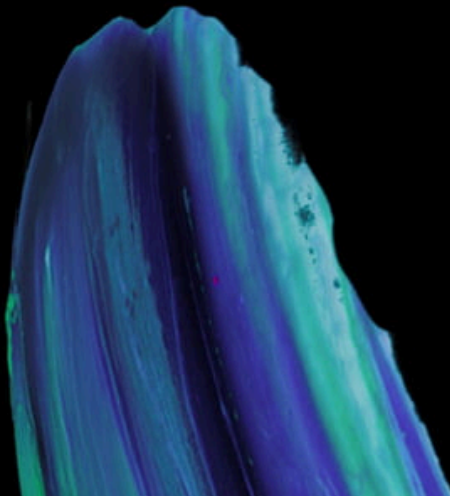


Global Sustainability Report 2020

United Nations Global Compact:
Communication on Progress



Introduction



A Message from our Global Chair

Baker McKenzie became a signatory to the United Nations Global Compact in 2015 and we are committed to continuing to uphold the Ten Principles on human and labor rights, the environment and anti-corruption.

This is reflected in our strategy, policies and standards ensuring we continue to deliver long term commercial success, whilst simultaneously responding to the evolving expectations of society.

In 2018 we undertook a materiality assessment in order to identify and prioritize the Environmental, Social and Governance (ESG) issues impacting and impacted by the Firm. We used the outcome of that to align with those Sustainable Development Goals (SDGs) where we can make the most significant positive difference.

The SDGs that we have aligned with reflect our own and our clients' commitment to inclusion and diversity, climate action, anticorruption and ethics as well as our commitment to collaborating with like-minded companies and organizations around the world.

Aligning with these 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 - to work together to realize the vision of a sustainable world. Business cannot operate effectively in a world hampered by poverty, inequality, conflict and environmental deterioration.

The SDGs are also important because we advise our clients on the sustainability issues on the horizon for their industries - both risks and opportunities. We must take action on climate change; with our renewables, climate and finance practices working together using their combined expertise to address the multifaceted challenges and opportunities of what is the biggest long-term issue facing humanity. SDGs are also vital for how we attract and retain talent - millennials make up an increasingly large proportion of workforce and increasingly want to work for purpose-driven

I am very proud of our commitment and commend this Global Compact Communication on Progress to you. As the first truly global law firm with a track record as a firm of firsts, we are uniquely placed to make lasting change. We are committed to using our global platform and local knowledge to help address some of the biggest issues facing the world.

Best Regards

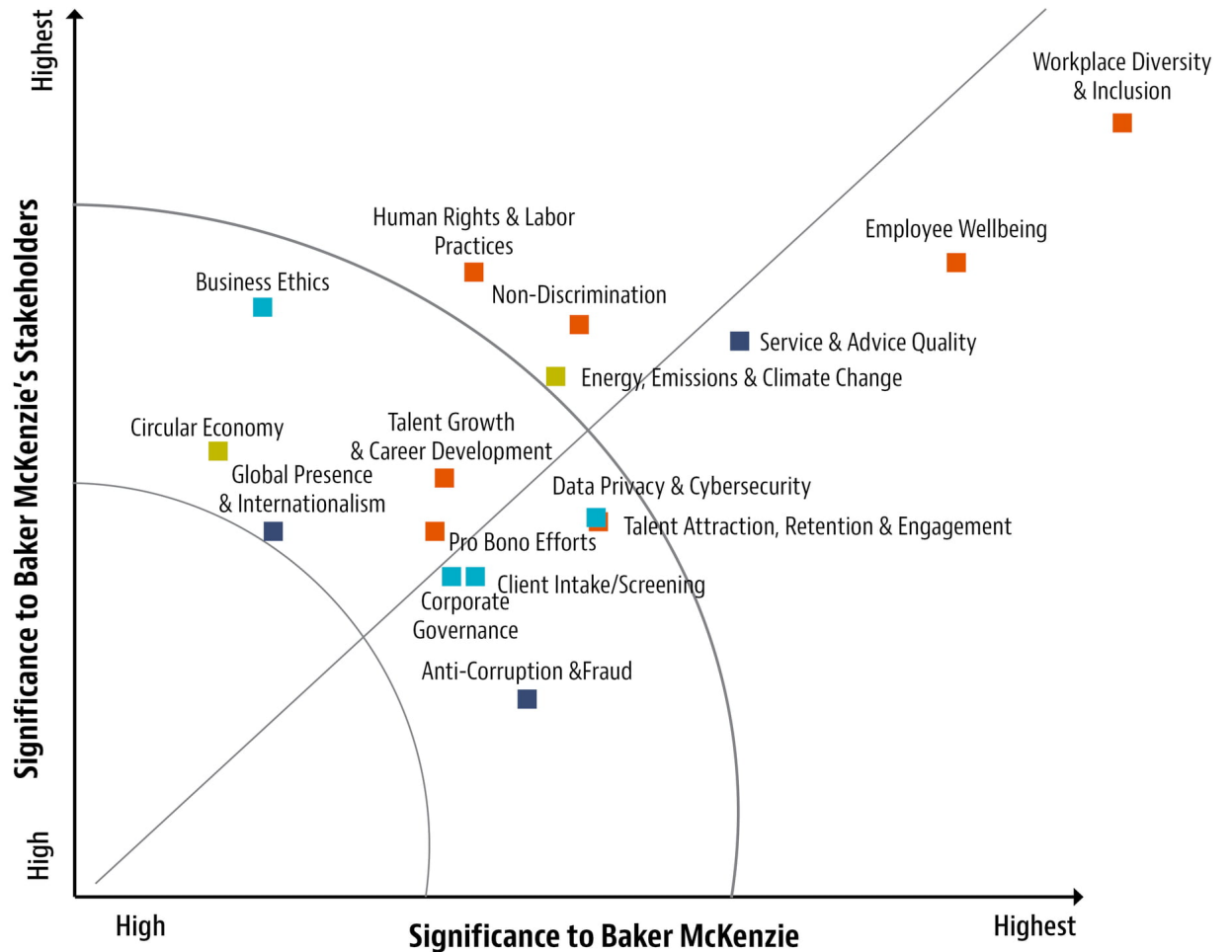

Milton Cheng
Global Chair



Baker McKenzie's Sustainable Business Strategy

Our mission statement as a global law firm is 'to support and serve our communities across the globe.' It is the foundation of our sustainable business strategy, and a responsibility we take extremely seriously. We recognize how our business impacts people, the environment, communities and wider society and we have a duty to not only respond, but have a lasting positive impact.

Last year, we conducted a global materiality assessment to identify which of the 17 UN Sustainable Development Goals (SDGs) to prioritize and embed in our sustainable business strategy. This involved surveying over 1,400 internal and external stakeholders worldwide to understand which Environmental, Social and Governance issues matter most to our people, our clients and the wider community.



1,400
online survey responses

41
one-on-one interviews

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

Our Prioritized Sustainable Development Goals

Each of our 29 Tier 1 and 2 material topics identified was evaluated against the 17 Sustainable Development Goals (SDGs) and 169 corresponding targets, to identify how the Firm is best positioned to impact and communicate progress against the SDGs.

The outcome confirmed that we can have the greatest influence over the delivery of the following eight SDGs.

Video: Why have we aligned with the SDGs?



SUSTAINABLE DEVELOPMENT GOALS



Our People and the Sustainable Development Goals

We asked our people: 'Which Sustainable Development Goals are important to you and why?'

The responses were passionate and personal: we must leverage our resources and expertise to work towards a fair and just world, with environmental and social justice for all.



Video: Which SDG is important to you and why?

Social

The background of the slide is a vibrant, abstract composition of thick, overlapping brushstrokes. The colors transition from deep purple on the left to bright yellow and orange on the right, creating a sense of movement and energy. The strokes are curved and layered, giving the impression of a dynamic, swirling motion.



Social

Our people are our biggest asset. That's why we are committed to fostering a diverse, inclusive and safe workplace. Where development is encouraged, wellness is supported, and equality is paramount, everyone can fulfil 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 Ten Principles](#), and reflected clearly in the results of our materiality assessment which identified Workplace Diversity and Inclusion; Employee Wellbeing; Non-Discrimination; Talent Attraction, Growth and Development; Pro Bono Efforts; and Human Rights and Labor Practices as being of paramount importance to our stakeholders. Accordingly, three of our eight prioritized SDGs fall under this category: Gender Equality; Decent Work and Economic Growth; and Reduced Inequalities.

This section of the report refers to our commitments to the following Principles of the UN Global Compact:

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.

Gender Equality



Gender Equality



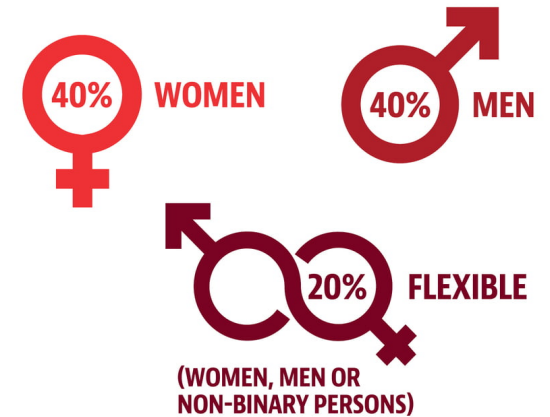
Baker McKenzie strives to be a community where everyone can reach their full potential, regardless of their gender, orientation, belief, background, ethnicity or personal needs. Equality of opportunity is key to this and, in particular, achieving gender parity. We believe women must be leaders at all levels of the Firm and are investing in a gender balanced pipeline and ensuring a more equal spread of senior leadership roles. 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.



Video: Why is Gender Equality important to Baker McKenzie?

To that end, we have introduced ambitious global aspirational targets set at **40:40:20** per cent gender diversity, to represent **40% women, 40% men and 20% flexible** (women, men or non-binary persons). This target applies to Partners, senior business professionals, Firm committee leadership and candidate pools for recruitment, with a target date of 1 July 2025. We have coupled our ambitious targets with key sponsorship initiatives, such as LIFT – Leaders Investing for Tomorrow – which is a focused 12-month leadership development program. Together, these mark a big step towards providing equal opportunities for women at all levels at the Firm.

NEW GENDER TARGETS



TARGET APPLIES TO PARTNERS, SENIOR BUSINESS PROFESSIONALS, FIRM COMMITTEE LEADERSHIP AND CANDIDATE POOLS FOR RECRUITMENT



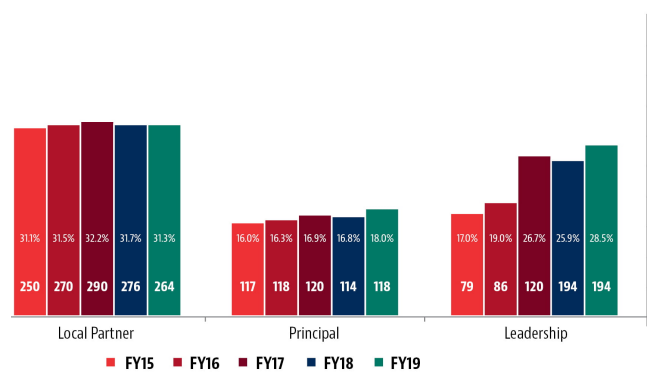
One of the best law firms for women

Working Mother magazine
Law360
Euromoney

Promoting Gender Equality

- **Catalyst CEO for Change** – our Global Chair, Milton Cheng, has joined more than 60 CEOs to accelerate progress in the representation of women into senior leadership and board positions.
- **HeForShe** – we have joined UN initiative, HeForShe, a global movement for gender equality. We engage all our people as active allies and champions for gender diversity through shared stories and public declarations.
- **Women’s Empowerment Principles** - we are proud signatories of the WEP, an initiative of UN Women and the UN Global Compact – which reflects our commitment to the promotion of gender equality and women’s empowerment.

Progress Towards our Gender Targets

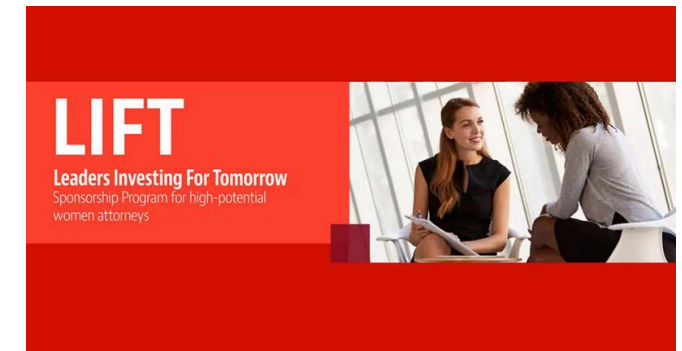


LIFT Sponsorship Program

Launched in 2017, **Leaders Investing For Tomorrow (LIFT)** is a landmark sponsorship initiative for Baker McKenzie women, designed to support key talent in progressing to senior leadership roles. A personalized and focused 12-month leadership development program, LIFT pairs high-potential women partners with Firm principals, who work closely with practice group leadership to accelerate opportunities for career advancement. 80+ women have participated in the LIFT program since its commencement, many of whom have since advanced to equity partnership and senior leadership roles at the Firm.

“Baker McKenzie and the Catalyst CEO Champions For Change have taken concrete steps to create change for women, including women of color, in the workplace. These leaders exemplify the immense power of action, and we are proud and honored to be working alongside them.”

Catalyst President and CEO Lorraine Hariton



Leaders Investing for Tomorrow



Supporting Gender Equality through Pro Bono

We are proud to leverage our expertise and global presence to advance Gender Equality through our pro bono legal services, including direct representation and key client partnerships, as well as supporting our local communities and NGOs globally. We are honored to have the support of our many clients who partner with us daily on these meaningful, often ground-breaking projects.

This year, they have included:

Global Rights for Women

We continue to assist Global Rights for Women, a leading voice in the global movement to end violence against women and girls, working through international partnerships to advance laws, values, and practices to create communities where all women and girls live free from violence and threats of violence. We are working with Global Rights for Women to craft a comparative analysis of domestic violence laws for targeted jurisdictions across the world for Global Rights for Women to use in trainings and advocacy on implementation of new laws.

Supporting Women Survivors of Domestic Violence in Prison.

The Firm is working alongside UnCommon Law and Apple to help represent inmates seeking help in preparing for an upcoming parole hearing. This project includes reviewing transcripts for women who are facing parole hearings for extreme sentences often related to domestic violence cases. Our work extended to a successful commutation of a lengthy sentence for a woman convicted of attempted murder.

Helping Trafficking Victims Clear Legal Issues in Toronto.

Our Toronto office worked with Covenant House on behalf of a trafficking survivor on an appeal before the Ontario Court of Justice involving a high number of parking ticket convictions and a driver's license denial (totaling thousands in overdue fines) issued to her during the period she was being trafficked and while her trafficker used her vehicle. The convictions were reversed from the bench following our team's robust submissions. This victory allows her to drive to support sessions and work.

Decent Work and Economic Growth

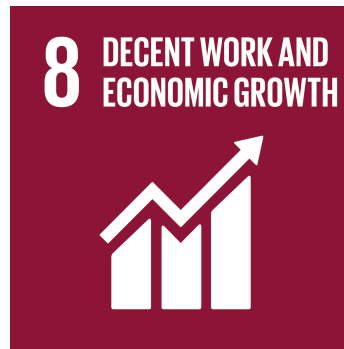


Decent Work and Economic Growth

Our commitment to Decent Work and Economic Growth is underpinned by a range of initiatives to ensure full and productive employment and decent work for all of our people.

This includes our social mobility efforts, where we've made strides in ensuring that opportunities are afforded to a wide range of people, without any barriers in the recruitment process. It also includes our commitment to promote wellbeing, provide safe and secure working environments for everyone and develop our people's talent and promote their growth.

- [Social Mobility](#)
- [Wellbeing and Agile Working](#)
- [Healthy and Safe Work Environment](#)
- [Professional Support and Development](#)
- [Supporting Access to Decent Work and Economic Growth](#)



Social Mobility

We have a longstanding commitment to social mobility and increasing access to the legal profession. We believe that everyone should have equal opportunity to succeed and realize their potential - no-one should be at a disadvantage because of who they are and where they come from. As a Firm, our approach is to find the right candidates, regardless of their background. That is why we strive to ensure we are broadening access and opportunities to talent from all backgrounds within our Firm and in the legal profession more widely. We define our work in this area by our commitment and ability to attract, recruit, develop and engage individuals from different socio-economic backgrounds.

In the UK, the Firm uses **Rare Contextual Data** which enables us to recruit the best people from all social backgrounds by understanding a candidate's achievements in the context in which they were gained. We work closely with external graduate partners including the Black Lawyers Directory Foundation, the Social Mobility Foundation, Rare Recruitment and Aspiring Solicitors, and introduced blind screening four years ago in order to reduce unconscious bias.



Laura Fisher

Our senior associate, **Laura**, is very proud of her heritage. She talks candidly about the challenges she faced coming from a working-class family and how, as a child, she secured a state-funded assisted place (similar to a scholarship) at a top school. She was cautious when deciding on a law firm to work for, and was worried about experiencing that feeling of "not belonging" again. Speaking about working in our London office, she says she feels "lucky to be in an environment where everyone is able to thrive despite and even because of their background."

Our associate **Bobby**'s first visit to a Baker McKenzie office was back in 2008 when as a teenager, he attended a Business in the Community event for ethnic minority students from disadvantaged backgrounds. The experience was a game changer. It struck him that, "surprisingly, there were lawyers at the Firm from minority backgrounds like me – if they can do it, why can't I?" It inspired him to work even harder in school, and he returned to the Firm as a trainee. He's now an associate. "I would not trade my life experiences for anything. They have taught me resilience. Because the Firm has challenged perceptions and broken down barriers, I feel I could go all the way. It's up to me!"



Bobby Sarkodee-Ado

- 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 16-17 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. Last year, 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 London office hosted two work experience weeks for year 12 school students from less privileged backgrounds, interested in careers in law. The programs included training in presentation skills, applications and interviews and commercial awareness. All students had the opportunity to spend at least half of their week working alongside lawyers in different teams across the business. The participants had the opportunity to work on proposals for a new app for Google, and to visit their offices to present it.
- Our Africa Team partnered 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.

Our London office was ranked 5th in the 2019 Social Mobility Employer Index – and was the highest ranking law firm.

The index is the creation of the Social Mobility Foundation and ranks the UK's employers on the actions they are taking to ensure they are open to accessing and progressing talent from all socio-economic backgrounds.

Wellbeing and Agile Working

At Baker McKenzie, we care about our people.

We want to support them to thrive and we know that our professional and personal lives do not operate independently. They influence each other.

By providing a safe and supportive working environment, we can improve the overall wellbeing of all our people. The legal environment can be high-pressure and demanding. By raising awareness of this and providing support for maintaining physical and mental wellbeing, we can create a positive and supportive environment that helps everyone to work healthily and successfully.

Agile working patterns, including alternative hours, working from home and adaptive time off can be a key enabler of a health work-life balance.



Video: Why is Wellbeing important to Baker McKenzie?

BakerWellbeing

Creating a place where people **thrive**

Inform.

Being well-informed about physical and mental health helps us to improve our own well being, build resilience and support others with confidence and understanding.

Encourage.

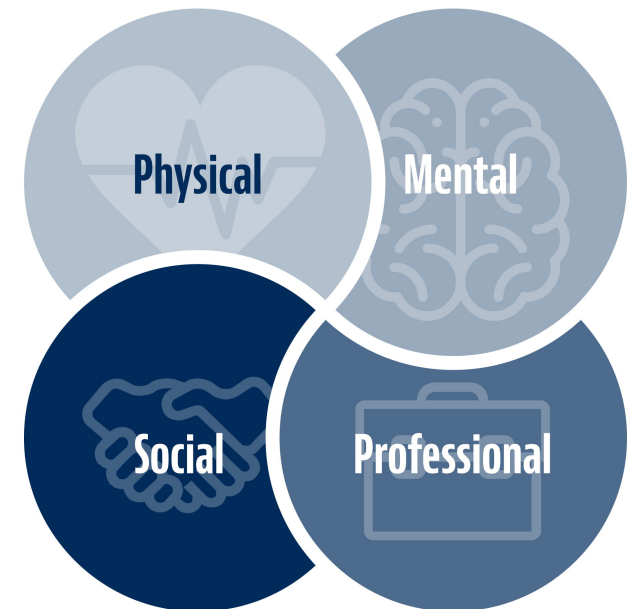
Small steps at work and at home - exercise, sleep, nutrition, managing stress, positive communication - make differences to our well being. Daily actions drive sustainable high performance.

Support.

Mental health issues are common and treatable. Working in an understanding culture where it is safe to speak up and ask for help in difficult times makes all the difference.

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 our people.



BakerWellbeing Model



Michelle Blunt

London-based IP Partner Michelle Blunt has been a leading voice in the Firm on the importance of wellbeing and removing the stigma around mental health. She created this video in order to encourage her colleagues to prioritize wellbeing.

“ I made the video with the help of my 8 year old son, Felix. I felt it was important to frame wellbeing in the context of what we do as a business to raise understanding that this is not just a “nice to have” for us, but it’s a “must have” if we are to succeed. I also made it because I, like all of us, spend a lot of my life at work or thinking about work and it’s important to me that it is a positive force in my life rather than something that needs to be endured.”

Michelle Blunt



© Michelle Blunt

bAgile

Baker McKenzie is committed to providing its people with access to a wide range of flexible and agile work arrangements as they continue to meet the needs of our clients and our global business.

Whether working across time zones and locations, pursuing health and wellbeing, undertaking further study, supporting family and carer commitments, balancing times of high client demand with quieter periods, managing travel, experiencing major life events, or pursuing passions and interests, having some choice in where, when and how they work helps our people - irrespective of gender - to pursue a fulfilling life outside work as well as in it.

bAgile is Baker McKenzie's global initiative to increase access to flexible and agile working, and supports and encourages our offices to develop policies, guidelines and approaches to facilitate four types of flexible working:

- Remote Working
- Alternative Hours
- Less than Full-time Working
- Time Off



Julia Hemmings and Helen Brown. Photo by © Suzanne Plunkett

London partners **Julia Hemmings** and **Helen Brown** began to job share in 2013. In 2019, they were jointly promoted to partnership. "One of the key questions we had going through the partnership process was whether we were going to be judged separately or together. It was very important to us that it be together. Our practice is a team effort. We were very clear that we would both be promoted to partner or neither of us, since we were being assessed on our practice." Read about their job share experience [here](#)

Regine Corrado, who is now the managing partner of our Chicago office, worked part-time after having her children. A first at the time, she explains how, with the support of the Firm, she found the right work-life balance. "I got to the office before 8am in the morning, left the office at 2:30pm every afternoon and would go back to work at night after my daughters went to sleep. You could call me an 'early adopter' to what is now a very normal flexible work schedule."



Regine Corrado and daughters

Disability

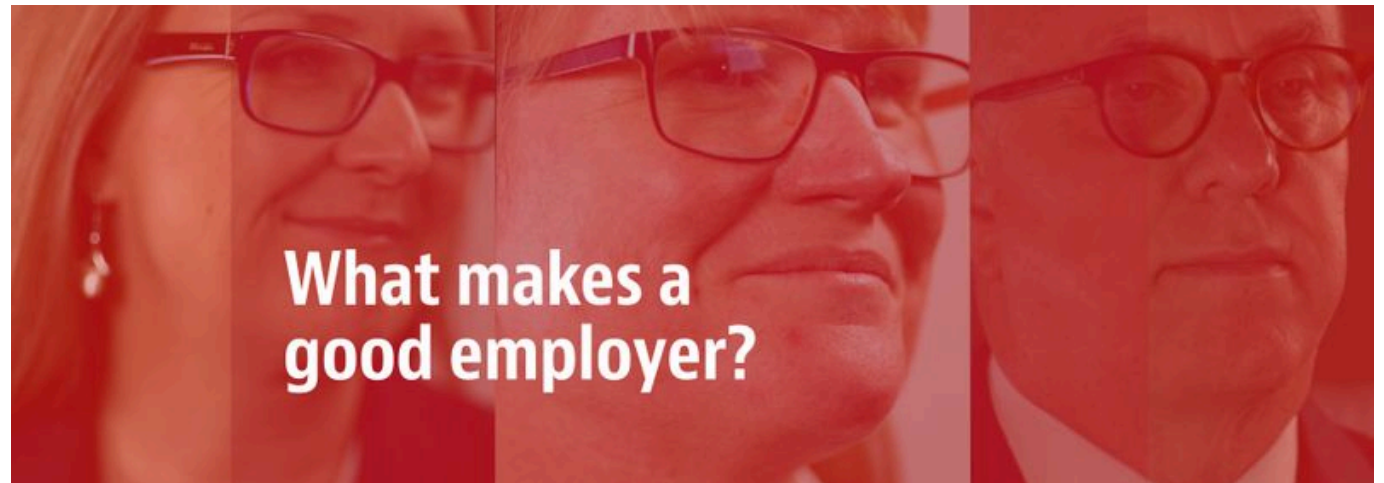
At Baker McKenzie, we are building a workplace culture which is inclusive of all. We believe that each individual has unique skills, talents and strengths that should be nurtured and developed. We are committed to providing equal access to employment opportunities to qualified individuals with visible and hidden disabilities and those with long term health conditions.

Any person with a disability or long term (physical or mental) health condition will be treated equally and reasonable adjustments will be objectively considered. As far as possible, a range of adjustments will be considered with the employee to ensure that workplace barriers are removed and that colleagues can be well at work.

Healthy and Safe Work Environment

A healthy and safe work environment is fundamental to maintaining a happy and high-performing workforce. The safety and wellbeing of all our people is a top priority for our leadership, and 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 recognize our responsibility to provide a safe, respectful and inclusive space for our people to bring their whole selves to work. As such, we have launched a Firm-wide initiative called 'PointONE', which sets out new policies and training to set clear expectations, additional avenues for raising concerns and complaints, and improved processes to ensure that unacceptable behavior (including discrimination, sexual harassment and bullying) is addressed promptly and effectively. We have called this initiative 'PointONE' because it is a key priority for the Firm.



Video: What makes a good employer?

PointONE

Peter May, our Chief People Officer, talks about our latest program, PointONE, and its core principles.



Peter May

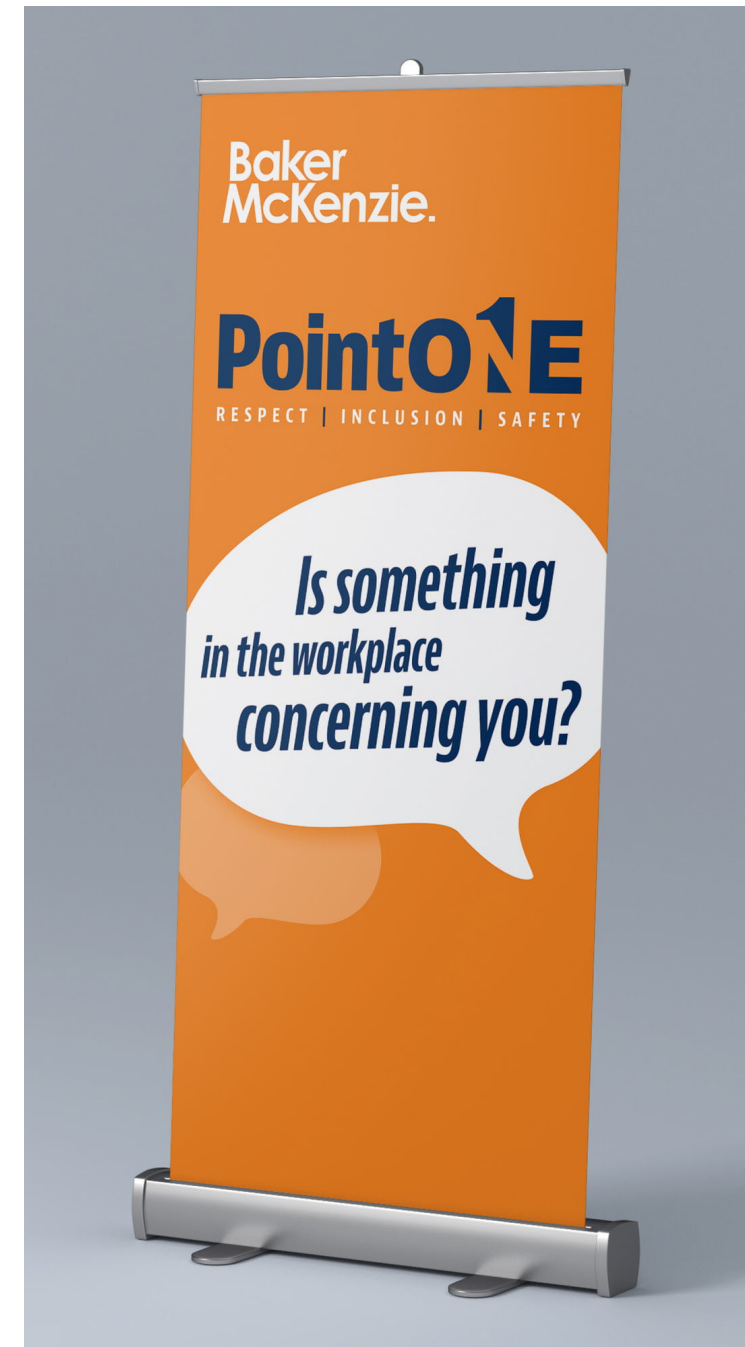
Chief People Officer

Is everything being done to create a workplace culture where openness and respect is the norm? It's a question I ask myself regularly in my role as Chief People Officer, of course, but it's one we all need to constantly ask ourselves — for everyone has a part to play in creating and maintaining a psychologically safe workplace. At Baker McKenzie, we are working hard to make sure every person feels valued, respected and listened to.

In 2019 we launched the PointONE program, our Firm-wide commitment to a respectful, safe and inclusive working environment. PointONE is about communicating clear expectations for behavior, and providing clear, safe paths for raising and managing concerns.

Our three core policies are the foundation of the PointONE program. They deal with Workplace Behavior, Alcohol and Prohibited Substances, and Relationship at Work. They apply to all our people and are embedded in our Code of Business Conduct, which sends a clear message to everyone about how seriously we're taking these important topics.

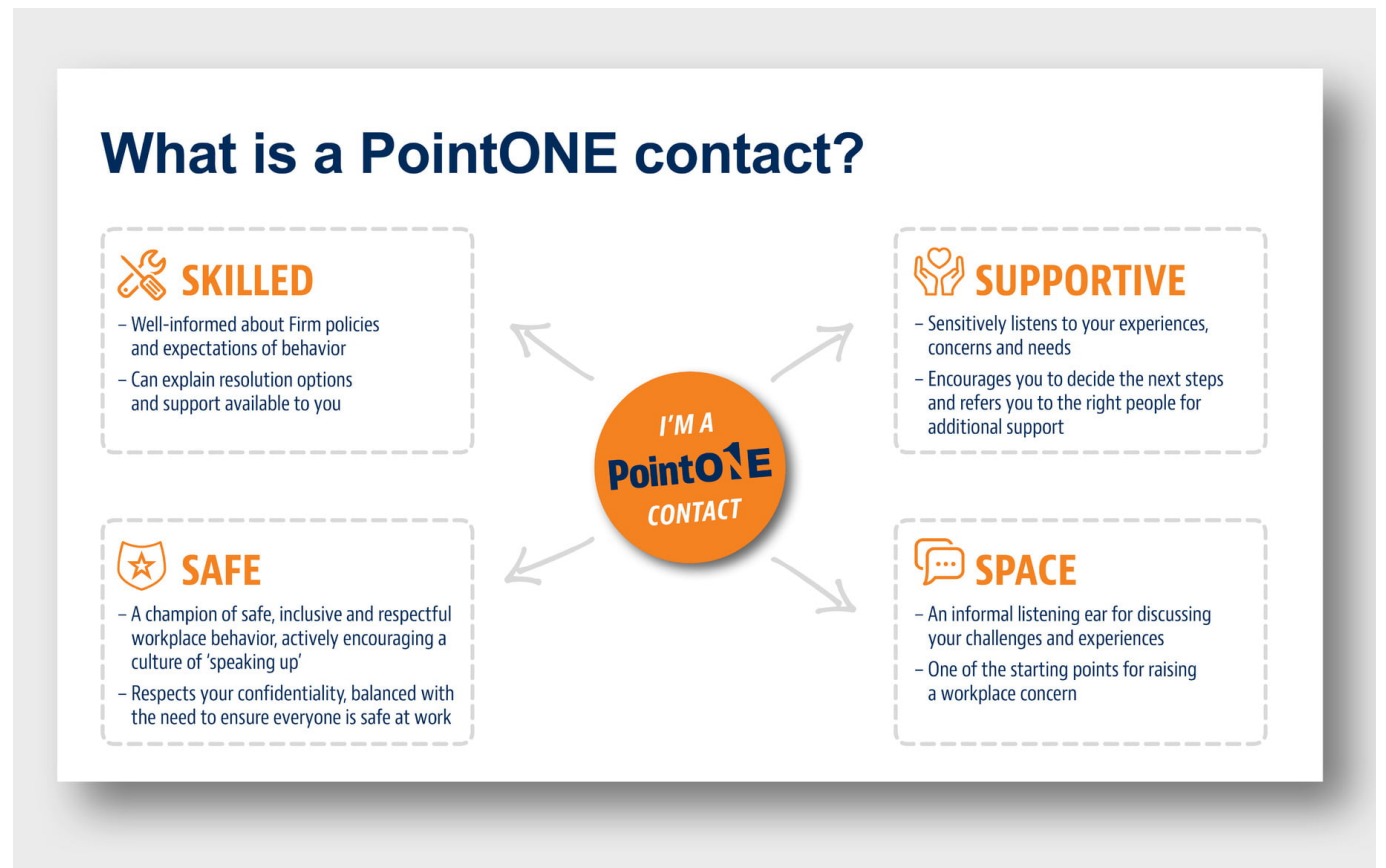
We are also making it easier for all our people to raise and discuss any concerns about behavior that might breach these policies, so we have introduced the PointONE Contact role.



A PointONE contact is, quite simply, the first person you might think to talk to if you are concerned about conduct at work. Partners, senior associates and senior business professionals from all around our Firm have told us they want to help, to be involved and so are undergoing robust training to ensure they're well equipped. Importantly, this is in addition to the existing channels for raising concerns. We are in the early stages of the program so we don't yet have PointONE contacts in every location, but this program has our fullest commitment and we will be training more contacts in every region over the coming months.

We still have work to do to ensure that these and other steps result in an environment in which all of our people feel able to speak up and voice their concerns, confident in the knowledge that they will be supported and see appropriate action taken. However, our message is clear. Sexual harassment, discrimination and bullying have no place at Baker McKenzie.

Peter



Professional Support and Development

We are committed to developing the talents and skills of our people, and we actively promote a culture of learning. Employees are encouraged to expand their knowledge and expertise throughout their careers. Our philosophy around learning is to support the fully rounded, holistic development of our people.

Our Development Framework was 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 legal career, and it provides everyone in our Firm with a common language for discussing performance.

Our training courses are being adapted to combine distance learning and self-study elements to reduce the travel burden on our people and to achieve our sustainability targets.

Our learning comes via four primary sources:

1. Associate Training

In all our regions we run training courses at three milestone stages of our associates' careers which cover a broad set of capabilities for today's business world, including:

- project management
- health and wellbeing
- collaboration and candor
- innovation
- influence and communication
- managing your own career

2. Self study

It is important to provide easy access to learning so people can control their own learning path. Our bespoke Learning Management system houses a library of bespoke training and recorded webinars, plus we give our people access to the best externally available content via online access to Harvard, CultureWizard and LinkedIn Learning.

3. Leadership Development

At two key leadership transitions we run development centres to help our people think about and plan for these transitions. We also run five other leadership programmes each year supporting leadership development in five populations: new partners, future female leaders, client relationship leaders, rising star leaders and enterprise leaders.

4. Coaching and mentoring

We provide access to both internal and external coaches for people going through especially difficult leadership challenges. We also run a network of mentoring circles that create supportive development communities for particular groups. These are primarily female lawyer mentoring circles and ethnic minority circles.

GLOBAL EMPLOYER FORUM 2019
**FUTURE
WORKS**
CONNECTING LEADERS & FRESH THINKING

We are in a period of unprecedented transformation, driven by technological development, globalization and significant demographic changes. Our world is hyper-connected, and the pace of change is rapid, bringing social and political transformation and creating profound global shifts in expectations. Global employers must evolve rapidly to meet these disruptive forces head-on and to thrive in this future of work.

At our annual Global Employer Forum, we bring together senior leadership from progressive global organizations, as well as distinguished thought leaders in industry and academia to discuss the evolving employee experience and the megatrends impacting the future of work.

Read the full report on megatrends affecting the future of work [here](#).

Topics discussed included

- **Purposeful Leadership:** aligning personal and company values by bringing purpose to business;
- **Inclusion and Diversity:** creating a genuinely inclusive work culture;
- **The Employee Experience:** elevating the employee experience to top of mind; and
- **AI and the Future of Work:** opportunities and challenges of technological advancement.



Paul Polman and Baker McKenzie's Kevin Coon on Purposeful Leadership



Lisa Sterling and Baker McKenzie's Michael Michalandos on the Employee Experience



Dr Ayanna Howard and Baker McKenzie's Kim Sartin on AI and the Future of Work



Supporting Access to Decent Work and Economic Growth

The Refugee Integration Program, which launched in our Milan office in 2017 and is now a multi-award-winning project, has now placed almost 50 refugees from countries including Syria, Somalia and the Ivory Coast in secure work placements or permanent careers.

In partnership with local NGO 'Farsi Prossimo', The Università Statale of Milan and the United Nations High Commissioner for Refugees (UNHCR), the program encourages clients of



Abd Alaghawani and Andrea Cicala with Filippo Grandi, United Nations High Commissioner for Refugees. Photo courtesy of UNHCR/A.Penso

the Firm to employ refugees on a fixed term internship. They are provided with training and a salary, and in some cases, a place to live. They are given the chance to develop their skills and gain essential qualifications, raising their confidence and facilitating their steady entry into the labor market. Andrea Cicala, a partner in the Milan office, and the creator of the project says, "We wanted to provide the first step in helping them regain their "self-esteem", to give them their first real opportunity at success in Italy, in the hope we can help to build their future."

And this project has done just that. The first refugee who was taken on as part of this project, was David,* from the Ivory Coast. He was granted asylum in 2017 and despite having a degree in sociology, was informed by volunteer career advisors that the most that he could hope for would be to be employed as a cleaner or a taxi driver.

Andrea Cicala contacted Sky and they were very eager to become involved. They hired David to join their HR team. After a few months, Sky was so impressed with his work

that they offered him a labor contract. He is now employed and on a full-time salary. Most importantly, after a five-year separation, David was finally able to fly his daughter to live with him in Italy. He hadn't seen her since he left the Ivory Coast when she was just a year old. She's now in full-time education.

Andrea says, "For me, this was something to be truly proud of. My family and I met recently with David and his family, and I was overwhelmed to hear how well they are doing and how much he has achieved since joining our program." To date, the Promoting Refugees in the Workplace Program has placed more than 50 refugees in 18 months, and almost 40% of them have been given the opportunity to turn their internship into a stable job. This is by far in excess of the average rate of agency placement of refugees.

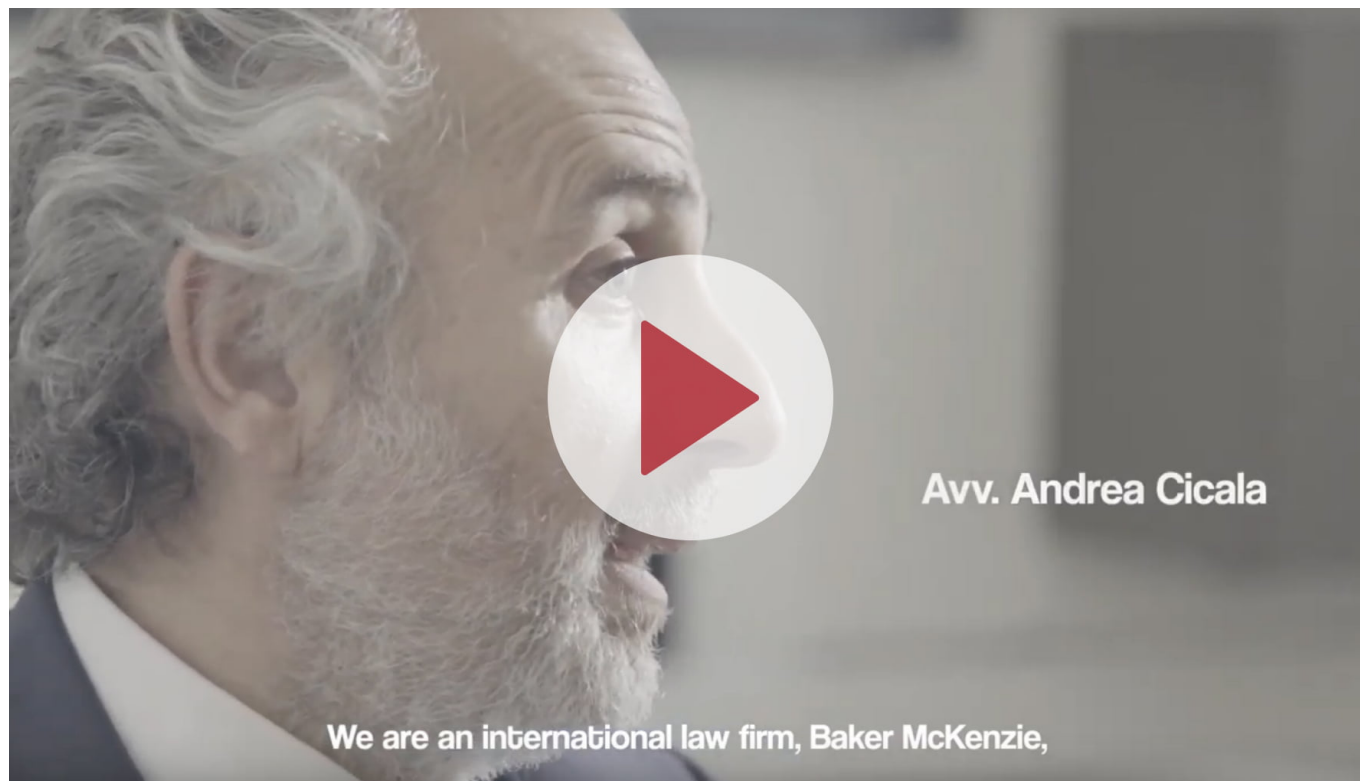
Another Baker McKenzie client who has embraced this program is Roberto Cavalli. Silvia Carteny, general counsel at the Italian fashion house, explains that they currently employ three team members. "The refugees come from

Pakistan, Gambia and El Salvador and work in our tailoring, prototyping and creative departments, respectively. We have been so impressed by the skills they bring to their work, and also at the way they have enriched the culture and community of Roberto Cavalli. We have received incredible feedback from those colleagues who have worked and lived with them, so I hope that we as a company continue to support this project, and inspire others to do so in the future".

As a pioneer of this project, our Firm has led by example. The Firm initially recruited three refugees who all successfully completed the program. One refugee from Syria, Abd Alaghawani, joined its IT team and is now on a permanent contract. We have recently welcomed a fourth program participant from the Ivory Coast.

For Andrea Cicala, this program isn't about charity. It's about opportunity. "We want to integrate people, but we want to integrate in a way that adds value for the company and to the refugee. We aren't providing charity. We're providing opportunities for people to contribute, to realize their full potential, to change their future".

"This project has won awards, it has received praise from clients, NGOs and international bodies involved, but most



importantly, it has changed lives. It has changed the lives of the refugees we have helped, but it has also changed the lives of those who have worked with the refugees. I am proud to count myself very much among those people".

***To protect his anonymity, we haven't used David's real name**

"We aren't providing charity. We're providing opportunities for people to contribute, to realize their full potential, to change their future".

Andrea Cicala

Reduced Inequalities



Reduced Inequalities

As a law firm and global employer, it is our responsibility to ensure equal opportunities for all our people. 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. We are also deeply engaged in Diversity and Inclusion (D&I) efforts in the communities where we work. The Firm takes part in and sponsors Pride celebrations around the world and marks days like International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT), Black History Month, Holi and many more. D&I is fundamental to our identity at Baker McKenzie. As one of the world's largest global law firms, this inclusive mind set enables us to deliver the highest quality of services to our clients.

- [Race, Culture and Ethnicity](#)
- [LGBT+](#)



Mansfield Rule[™]
Certified *Plus* 2019 Powered by DIVERSITYLAB

Baker McKenzie Receives 2019 Mansfield Plus Certification

The Diversity Lab, an incubator for innovative ideas and solutions that boost diversity and inclusion in law, has awarded Baker McKenzie the highest designation of Mansfield Plus Certification. The Mansfield Certification recognizes firms who affirmatively consider at least 30% women, attorneys of color, and LGBTQ lawyers for significant firm leadership and governance roles, equity partner promotions and senior-level lateral hiring.

The "Plus" status recognizes that, in addition to meeting Certification requirements, the Firm has achieved at least 30% diversity in a notable number of current leadership positions and committees.

10 REDUCED INEQUALITIES



Race, Culture and Ethnicity

Race, culture and ethnicity mean different things in different countries, so a single approach to ethnic and cultural diversity is ill-advised. This is why we build practices from the ground up, taking local cultural sensitivities into consideration wherever we practice law. We strive to address a lack of equity around the world and encourage each of our offices to define race/ethnic diversity in a way that suits their local culture, politics, clients and business environment.

- **BAME Mentoring Circles** - Last year we launched our BakerEthnicity Mentoring Circles to support our Black, Asian and Minority Ethnic (BAME) colleagues as they navigate their careers at the Firm, and to inspire an ongoing conversation as part of our commitment to being Colour Brave. To celebrate its first year, BakerEthnicity held a lunchtime discussion in our London office, for colleagues to hear from the programs current mentees about their experiences.
- **Race at Work Charter UK** – We were one of the first law firms to become a signatory, representing a collective

commitment to tackle barriers facing ethnic minorities in the workplace.

- **Colour Brave** – We developed this initiative to advance our racial and ethnic diversity goals and increase the representation of ethnic minorities in our London office. Baker McKenzie was the first law firm in London to introduce name blind recruitment, removing the potential for discrimination based on name. In March, our London office announced a minimum target of **14% Black, Asian and Minority Ethnic (BAME)** representation across all levels of the London office.

Our **US** and **Canada** offices recently adopted targets for racial and ethnic minorities to comprise **15% of equity partners; 20% of non-equity partners** and **15% of leadership by 2025**.



Baker McKenzie's Inaugural Lawyers of Color Conference

Our North America region held our inaugural **Lawyers of Color Conference** in Washington, DC. With over 160 participants, including many senior leaders, the conference focused on community, authenticity, and inclusion. Our goal was to strengthen a sense of belonging, bring our diverse talent together, and work to further fortify a culture where we can all thrive. This initiative is an example of how we are responding to a need for innovative actions to improve the experience of our lawyers of color within the firm. The event served as the launch of the 'Success Initiative', aimed at improving the representation of lawyers of color at the Firm.

LGBT+

At Baker McKenzie, we are not neutral. 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 actual or perceived sexual orientation, gender identity or expression, and the equal provision of benefits to same and opposite sex partners or spouses.

Our Firm supports opportunities for engagement with our clients on LGBT+ issues, including communicating and sharing best practices. 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.



Video: Harry Small Senior Counsel, what is #WeAreNotNeutral?

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 publicly 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.”

Promoting LGBT+ Equality

- **BakerPride+Allies Business Resource Group** - This brings together partners and senior business services professionals from across the globe to advance LGBT+ equality. The group is supported by 'in-country' LGBT+ Liaisons, who are often partners responsible for ensuring that their local offices participate as much as possible (to the extent that it is safe and legal to do so). As a result, we have a number of active local employee groups who advocate for LGBT+ equality in their jurisdictions.
- **LGBT+ Client Program** - LGBT+ inclusion is an increasingly important issue for our clients, many of whom are public advocates for change. Our client program aims to both support the Firm and our clients to build 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.
- **Global procurement** - 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 they 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, creed, religion, citizenship, national origin, ethnicity and cultural background, age, sex, gender, gender identity and expression, sexual orientation, marital status, pregnancy, and disability.
- **Listening Ear** - The Global Listening Ear Program is a diversity program intended to provide an additional means of support for our LGBT+ community and allies throughout the Firm. Currently in place in our London office as well as the offices in our North America region, the program is designed to connect individuals within the Firm who would like to learn more about our culture, practices and policies in relation to LGBT+ inclusion.

Celebrating our People

Loke Khoon Tan was one of our first equity partners at the Firm to come out. In this short film, he talks about being open with clients, the support he has from colleagues and challenges he faces as an openly gay man in law.

Loke (as he is called by colleagues and clients) said he "is indebted to our late chair, Paul Rawlinson, who encouraged me to come out in the Firm and to work in the Global Diversity & Inclusion Committee."



Loke Khoon Tan
Principal - Asia P

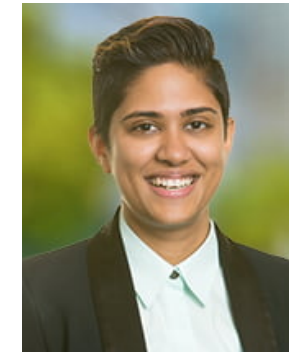
Loke Khoon Tan



Michael Wong

Michael Wong is a member of the Firm's Global Executive Committee, based in Taipei. "I'm grateful for the Firm's unwavering support of equality for LGBT+ people, within the Firm and beyond. It's important to our people, our business, and is a key way we can support the objectives of SDG 10 - reducing inequality. On a personal level, being out in the Firm has been very empowering for me, and I hope that it can help pave the way for others to feel comfortable being their authentic selves at work."

As the first openly gay woman of color in our Johannesburg office, **Lerisha Naidu** recalls "the exercise of unlearning and overcoming the mental obstacles associated with not only a childhood in Apartheid South Africa, but formative years being set on an overwhelmingly heteronormative society with gender biases that were intrinsically linked to culture and class". Lerisha has worked on a number of important pro bono cases with her colleagues in the Johannesburg office, in areas such as anti-corruption and the rights of refugees. She has been involved in career guidance projects to inspire high school students interested in a career in law. She acts as a mentor to lawyers and aspirant lawyers alike. Lerisha was recently named on the 'Top 100 Most Influential Young South Africans' list.



Lerisha Naidu



Supporting Reduced Inequality through Pro Bono

"Never Again" – the old South African flag case

In 2019, Baker McKenzie successfully represented Johannesburg Pride in the South African Equality Court, in a dispute arising between Afriforum and the Nelson Mandela Foundation ("NMF"), supported by the South African Human Rights Commission and Johannesburg Pride. NMF argued that Apartheid was a serious crime against humanity and that "gratuitous displays" of the old South African flag, which was the national flag during Apartheid, sought to represent the endorsement of Apartheid, and for this reason, should be considered hate speech. Read more [here](#).

Advocacy to End Conversion Therapy

We continue to provide pro bono legal services to support [Equality Australia's](#) national advocacy efforts for the introduction of legislation to ban LGBT+ conversion practices. Our Australian offices held a panel discussion on the topic of gay conversion therapy, convening LGBT+ advocates, a conversion therapy survivor, and human rights lawyers who have provided pro bono research support to Human Rights Law Center and Equality

Adding LGBTQ+ History in Illinois Public Schools

The Governor of Illinois has signed into law a bill that includes LGBTQ+ history as part of the curriculum in Illinois public schools, as well as ensures that textbooks are non-discriminatory on the basis of race, color, religion, sex, national origin, sexual orientation, gender identity, disability, and all other bases protected under the Illinois Human Rights Act. Our team drafted the proposed changes to the Illinois School Code, as well as a legislative memo in support of the changes.

Supporting Youth Voice for Real Change

To address the challenging realities facing LGBTQ+ youth, we are working with Lambda Legal and a select group of youth leaders with lived experience to bring together service providers, advocates, and the business community to push for actions and change. The first-of-its-kind LGBTQ+ Youth Community Exchange for Change will take place in Atlanta, Georgia in May 2020.

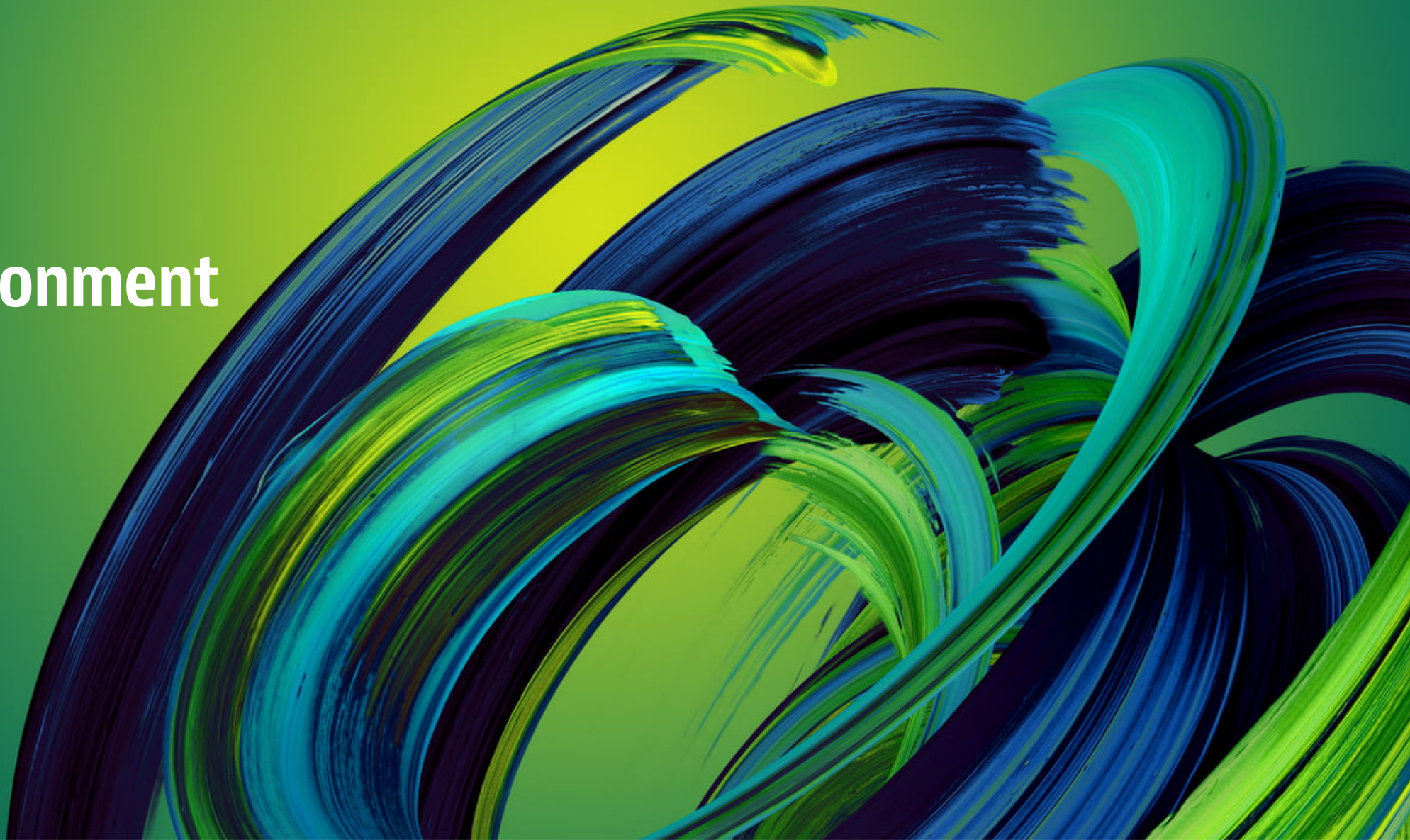
Ensuring Safeguards for LGBTQ+ Youth at Detention Facilities

We are working hand-in-hand with Lambda Legal to craft a robust evaluation of youth detention facilities to ensure that LGBTQ+ safeguards are in place. This analysis will provide the launching point for pressing facilities to ensure the actual protections required by law are in place to protect these youth.

Lawyers Against Abuse

Our Johannesburg office has partnered with Lawyers against Abuse (LvA). LvA provides victims and survivors of gender-based violence with direct legal services; all their clients are supported throughout their cases and beyond, with psycho-social support; and the lawyers work to strengthen the justice system's response to gender based violence. The organization operates in Diepsloot - one of the poorest, most under-served and violent communities in the South Africa.

Environment





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, with topics including Circular Economy, Energy, Emissions and Climate Change among our prioritized ESG issues. We contribute to environmental sustainability through strategic partnerships, pro bono and community service initiatives, and through our Climate, Environment and Energy practice groups.

This section of the report refers to our commitments to the following Principles of the UN Global Compact:

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.

Our Carbon Emissions Reduction Targets

This year, our Firm publicly announced a plan to significantly reduce our global carbon emissions over the next decade. The reductions are part of the Firm's wider sustainability strategy and support of the UN Sustainable Development Goals.

Climate change is one of the most pressing issues facing humanity. Limiting warming requires everyone – including Baker McKenzie – to take action to reduce greenhouse gas emissions, without delay. We are setting targets to improve environmental performance across our global operations,

and to clearly demonstrate our commitment. These targets are part of our Firm's continuing effort to integrate sustainability meaningfully into our strategy and operations.

Climate change is a priority and a concern for many people at our Firm, as well as for our clients and the communities where we do business. Our various stakeholders want to know that we are part of the solution. We plan to lower our energy consumption through improvements in the energy efficiency of our offices (including a shift to green buildings over time), as well as via procurement of renewable energy

credits. With respect to business air travel, which is the Firm's biggest emissions source, in addition to lessening non-essential travel, we will assess investments in enhanced video conferencing technology and redesign key meetings and events to make virtual attendance viable. The Firm currently offsets all business air travel associated with our annual and regional partners meetings, using offsets that provide social benefits in addition to carbon abatement, such as reducing poverty, improving health, empowering women, job creation, or other benefits to local communities.



To reduce emissions from our energy consumption by **92% by 2030**



To set business air target and strategy by **FY22**



To publicly report our **targets and emissions** by 2021



Affordable & Clean Energy



Affordable and Clean Energy

The global transition to renewable energy is integral to achieving deep emissions reductions. Baker McKenzie is at the forefront of the energy transition and the impact this is having on the energy sector and the opportunities for oil and gas companies to enter the market at scale. Our world leading Renewable Energy Practice has unmatched experience across all renewable energy and clean technology types, including wind, solar, geothermal, landfill gas, biofuels, biomass, waste to energy and ocean energy.

The power market is being transformed with the combination of the rise of cost-effective renewable energy and the progressive reduction and even elimination of subsidies, the decentralization of energy production, and improvements in energy storage, smart metering and other digital technology. The energy transition is the strategic focus of our global energy practice and we are working with our clients to help them navigate through this fast changing sector.



Best Law Firm in Voluntary
Carbon Market Ranking
for the 10th consecutive year.

Environmental Finance 2019



Promoting Clean Energy

We act for developers, lenders, investors, technology providers and other industry players on significant and high-profile renewable energy transactions across the globe and we are the principal firm advising the biggest solar developer in Europe.

We have also established a market leading reputation for acting on corporate PPAs, having been involved in a number of negotiations for both buyers and sellers in renewable and conventional technologies.

In March, we proudly hosted our **3rd Annual Global Renewable Energy Conference**. More than 200 industry

experts, professionals and Baker McKenzie practitioners from around the world gathered to discuss the global renewable energy market including key developments and trends, including the rise of digital technologies for smart grids, trends in offshore wind, corporate power purchase agreements (PPAs), and risk appetite for institutional investment in the energy sector. The theme of the conference, **Powering the New Energy Transition**, generated varied discussion in factors contributing to the growth in renewables, the challenges and obstacles, as well as the role of government policy and incentives across developed and emerging markets. Download the post-event report [here](#).

Our new Thought Leadership piece, **Opportunities for Corporate Procurement of Power in Sub-Saharan Africa** unpacks the opportunities, challenges and possible structures of corporate PPAs in Ethiopia, Ghana, Kenya, Namibia, Nigeria, South Africa, Tanzania, Zambia and Zimbabwe. The report is intended to serve as an enabling tool to facilitate the expansion of corporate PPAs in these countries.

In collaboration with Schneider Electric, we have published the **Corporate Renewables PPAs Guide**, which sets out best practice relevant to structuring and executing a collaborative corporate PPAs.



Sustainable Finance

Financing the shift to a low carbon economy

We are witnessing a monumental once in a lifetime paradigm change in the way global business operates.

As our clients increasingly work towards achieving a greener and cleaner economy, and gain access to additional sources of capital to develop green energy projects and diversify into green investment portfolios – institutional investors, lenders and the largest global corporates, from a variety of industries, are moving to champion sustainability. We are proud to leverage our talent, innovation and relationships to make a positive and sustainable societal impact, and partner with our clients across several industries to help them execute their sustainability investments and strategy.

Climate Risk & Finance Advisory

As the market leaders on climate change for 20 years, we are the trusted advisor to corporates on climate change and ESG issues and trends, and how to manage risk, meet sustainability goals, drive profitability and maintain a positive company reputation. By inputting into and gaining insights into business decisions at the C-Suite level, we leverage mandates on the investments into low carbon and sustainable technologies, projects and actions.

Clean Energy Development and Financing

We have global reach with unparalleled comparative energy market insights in multiple jurisdictions across the latest innovation and industry trends of the energy transition. With our deep, collective industry knowledge we are the perfect partners to take our clients into new markets and adopt new clean energy technologies.

Green Debt Products: Green Bonds & Green Lending

By combining our market-leading climate and clean energy expertise with our global Debt Capital Markets and Banking & Finance expertise, we help borrowers fund their transition into a sustainable economy by advising corporates and financiers on structuring and issuance of green bonds, green loans and other emerging debt products.

Impact Investment Funds

We draw upon global expertise across diverse industries and practice specialties to deliver comprehensive advice on the set-up of Impact Investment Funds and the range of ESG regulatory, reporting and auditing issues that arise in investing under these funds.

Clean Energy Pooled Investment Platforms

With leading global expertise in clean energy transactions and advising infrastructure funds, we help institutional investors design and identify pooled investment platforms that enable them to significantly scale up their future investment into clean energy and low carbon infrastructure and that meets their desired risk/return thresholds.

Disruptive Technologies for the Low-Carbon Economy

Through our market-leading IP and Technology expertise, we provide clients active in sustainable finance a leading transactional and advisory practice in acquiring and deploying disruptive technologies and processes which are driving expansion and innovation in sustainable finance markets.

Responsible Consumption & Production



Responsible Consumption and Production

Reducing humanity's environmental footprint requires urgent and lasting changes in the way that we produce and consume goods and resources.

As advisors to some of the world's largest businesses, we can support and help guide their shift towards sustainability.

As a large global business in our own right, we are on a parallel journey, working to address our own consumption patterns, whether it's setting appropriate targets to drive performance and progress, putting the right policies in place, or promoting sustainability through products and services we offer.



Spotlight on: Consumer Goods & Retail Industry Group

Driven by evolving consumer demand and our clients' strategic priorities, our Consumer Goods & Retail (CG&R) Industry Group has placed sustainability at the center of its strategy as early as 2017. "Sustainability has moved from a 'nice-to-have' to a core aspect of business for many of our clients," explains Alyssa Auberger, Global Chair of the CG&R Group. "As advisors, we can help our clients think about and address complex and interconnected Environmental, Social and Governance (ESG) issues, from human rights and ethical sourcing, to environmental management, to sustainability reporting and disclosure."

The CG&R Industry Group has developed programming and thought leadership to assist our clients and to continue educating our own lawyers on key sustainability trends and issues.

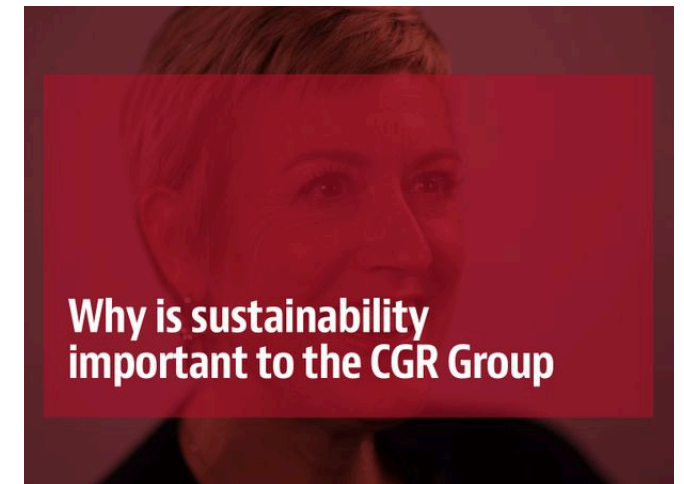
Highlights include:

- In February 2019, our CG&R Industry Group held a client flagship event ("Addressing Sustainability Challenges in the CG&R Industry") in collaboration with the UN Global

Compact at the UN headquarters in New York. Around 150 attendees listened to industry, UNGC and Baker McKenzie experts address the latest sustainability trends and issues and enjoyed the opportunity to discuss with their peers on how to practically approach these challenges. In addition to keynote addresses by Lise Kingo, CEO and Executive Director of the UNGC, and Jeffrey Smith of Fordham University, two panel discussions addressed (i) ESG considerations in the C-Suite and with the Board of Directors and (ii) the evolving role of the General Counsel as sustainability and ESG issues become a corporate focus.

- Members of the CG&R Industry Group regularly publish [blogs](#), [client guidance](#) and [articles](#) focused on ESG issues affecting companies in the CG&R sector.
- We hosted a sustainability session for our internal CG&R community with James Gomme, Director, Sustainable Development Goals, World Business Council for Sustainable Development, who shared his expertise on key challenges and opportunities to support the SDGs across the CG&R sector.

- In collaboration with Positive Luxury, we led a [webinar](#) and contributed to an editorial to help CG&R brands identify concrete actions they can take in order to advance on the Sustainable Development Goals and make real progress towards achieving them by 2030.



Video: Alyssa Auberger, Global Chair, Consumer Goods and Retail Industry Group

Climate Action



Climate Action

Climate change is one of the most pressing issues facing humanity. Limiting warming requires everyone to take urgent action to reduce their greenhouse gas emission and, as a large global business, we recognize our responsibility and potential impacts. We are taking steps to improve our environmental performance across our operations, including announcing our [global carbon emissions reduction targets](#), raising awareness on climate change mitigation and use our market-leading expertise to help our clients achieve their own sustainability goals.

- [The B-Green Program](#)
- [Helping our Clients](#)
- [Thought Leadership](#)
- [Supporting Climate Action](#)



The only Band 1 ranked firm
for Climate Change
Chambers Global 2019



Climate Change Firm of the Year
Who's Who Legal Awards 2019



Video: Why is Climate Action important to Baker McKenzie?



B-Green Program

In April 2016, 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 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.

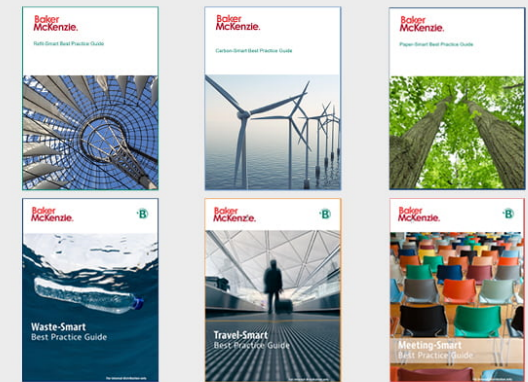
Each year, as part of the B-Green program, offices complete a qualitative self-assessment of their environmental practices and set aspirational targets for improvement. Based on this self-assessment, offices receive a Star Rating score reflecting the maturity of their approach to environmental management. As part of fulfilling our carbon emissions reduction goals, offices are expected to increase their performance and annual B-Green ratings, with the support of the Sustainability team.

In 2017, as part of the maturation of our B-Green Program and environmental management system, we began to gather carbon emissions data in order to calculate our global carbon footprint. Our Sustainability Specialist completed an internal audit of 15 of our largest offices, accounting for just under 54% of our carbon footprint by headcount.

We believe it is critical that we have confidence in our qualitative and quantitative data in order to (i) promote the success of our B-Green program externally, including with clients, (ii) set our robust global carbon emissions reduction targets for the Firm, and reach our goal to begin reporting our carbon emissions publicly in FY20.

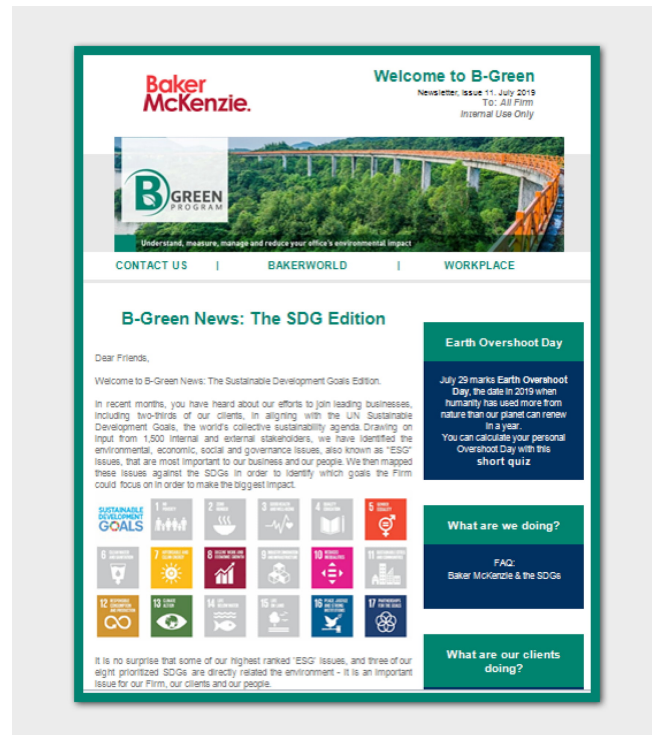
Resources and Guidance

Our offices have access to a suite of online resources including detailed Best Practice Guides



Community Building

We use internal newsletters, social media platforms and podcasts internally to build an understanding of climate issues, a community of support and culture of idea-sharing, and to drive environmental performance among our 77 offices.



Earth Day

Baker McKenzie offices worldwide celebrated the official global 2019 Earth Day theme of Biodiversity by hosting local screenings of the award-winning documentary, "Virunga". The incredible true story of a group of courageous park rangers fighting to protect the Virunga National park in the Democratic Republic of Congo, one of the most biologically diverse areas on the planet. The documentary highlights key themes such as biodiversity protection and the importance for business to operate responsibly, and in ways that support rule of law, anti-corruption, and respect for human rights. Held throughout the month of April, screenings were supplemented with engaging activities such as panel discussions, lunch-and-learn events, and even themed art and photography competitions for staff and their children.



Our Riyadh office enjoyed an Earth Day themed photo-booth



Our Washington, DC office celebrated with Earth Day cookies

The Greener Meetings Initiative

Our Global Meetings and Events Team continues to champion sustainability for the Firm, placing environmental considerations at the center of event planning.

Our Greener Meetings Initiative, which launched in 2014, is designed to reduce the environmental impact of Firm meetings.

A range of measures guide 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 meeting 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
- Introducing a meeting app
- Reducing the use of office supplies
- Reducing disposables and individual serving size packaging
- Working with host hotels on improved temperature regulation of meeting space to maximize energy savings and efficiency
- Reducing the number of on-site printer/copiers to save energy and reduce waste, and formatting printers to print double sided
- Utilizing electronic signage boards provided by the hotel when possible

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

Carbon Offsets

As part of our wider environmental strategy and existing efforts to lessen our environmental impact, we continue to offset all business air travel associated with the Firm's annual and regional Partners' meetings. Our offset providers, [With One Seed](#) and [Proyecto Mirador](#) are verified and monitored by leading certification standards bodies and provide social benefits in addition to carbon abatement, such as reducing poverty, improving health, empowering women, job creation, or other benefits to local communities.

"Knowing how important it is to our people and our clients, the Global Meetings team places sustainability at the core of our planning and decision-making. It's important that we use our scale and influence to drive sustainability. We focus on working with vendors who share our commitments."

Maureen Rogers, Director, Global Meetings & Events

Helping our Clients

The global response to climate change has been the development of a wide array of policy and regulations, which has a direct financial and economic impact on business.

Climate change law includes both the public international law frameworks of the UNFCCC, Kyoto Protocol and Paris Agreement and private law domestic frameworks built around them. Companies require legal counsel who offer expertise in all these frameworks, understand how they interact with each other, and how they shape the carbon market. The law dealing with climate change interacts directly with other areas of law such as financial services, corporate governance, competition law, tax, projects and property law, among others.

Our **Environmental Practice** comprises over 300 lawyers around the world from different practice groups across our Firm to become climate change specialists; in addition to having carbon market specialist lawyers, we also have specialist tax, corporate, energy, resources, projects, derivatives and financial services lawyers who understand climate change issues. We help to prepare companies for the risks and

opportunities posed by environmental law and regulation, and promote sustainable business practices through key international partnerships. 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 advised governments, multi-lateral development banks, project developers, investors, registries, non-government organizations and foundations on legal, policy, financing and transactional issues associated with all aspects of climate change law and climate finance. 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.

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. We also closely follow the development of negotiating issues arising out of those meetings.

"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"
Global Chambers, 2019

Thought Leadership

We provide dedicated guidance on sustainability to help companies make informed decisions and guide policy makers on future legislation, as well produce a range of sought after reports and collaborate with clients on industry best practice guides.

- Our Global Real Estate Group has produced the **Global Sustainable Buildings Index**, comparing sustainable policies, schemes, and practices in 25 countries and identify emerging trends in nine key areas of sustainability, and the EcoOccupy Tool, a sustainable tool to provide corporate real estate occupiers with sustainable real estate decision making insight and support. The interactive tool provides guidance in achieving sustainable objectives in 19 jurisdictions, across three focus areas for easier management:
 - Operational and Environmental Building Efficiency
 - Occupant Comfort and Wellbeing
 - Reputation of Organization
- In 2019, we held the **Sustainable Finance Forum** in Vienna, bringing together key experts on current sustainability trends. The engaging discussions centered on topics such as the EU's action plan on sustainable finance, regulatory requirements for financial institutions, the challenges facing the green bonds market, trends in impact investing, and the role of international financial institutions and private finance in driving sustainable infrastructure investment.
- We also hosted the 28th annual Baker McKenzie **International Environmental Law Conference** in Chicago, Illinois. Discussion topics included policies and trends, climate change and environmental due diligence and a panel on "Understanding the Scope of the Circular Economy Dilemma – The Global Plastics Challenge". The discussion provided a high-level overview of circular economy initiatives, and then focused more closely on the plastics situation, including considering existing plastics regulations and how clients can adopt and develop global and localized strategies for compliance.
- In collaboration with Ndevr Environmental and AECOM we have prepared '**Climate Change Risk and Opportunities: Decision-makers' Practical Guide to Disclosure**', a guide to navigating climate risks and opportunities; the legal obligations around disclosure and management of those risks; and practical information about how to meet these obligations.
- 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.



Supporting Climate Action

- 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 PPAs and unpacks the types of structures available in the Australian market. It also considers both the opportunities these arrangements can offer, as well as current challenges in bringing them to fruition.
- 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 de-carbonization 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.

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.
- The World Resources Institute (WRI) on legal issues and strategies relating to their major work streams, 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.
- The National Parks Conservation Association, including in relation to legal challenges.
- 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.

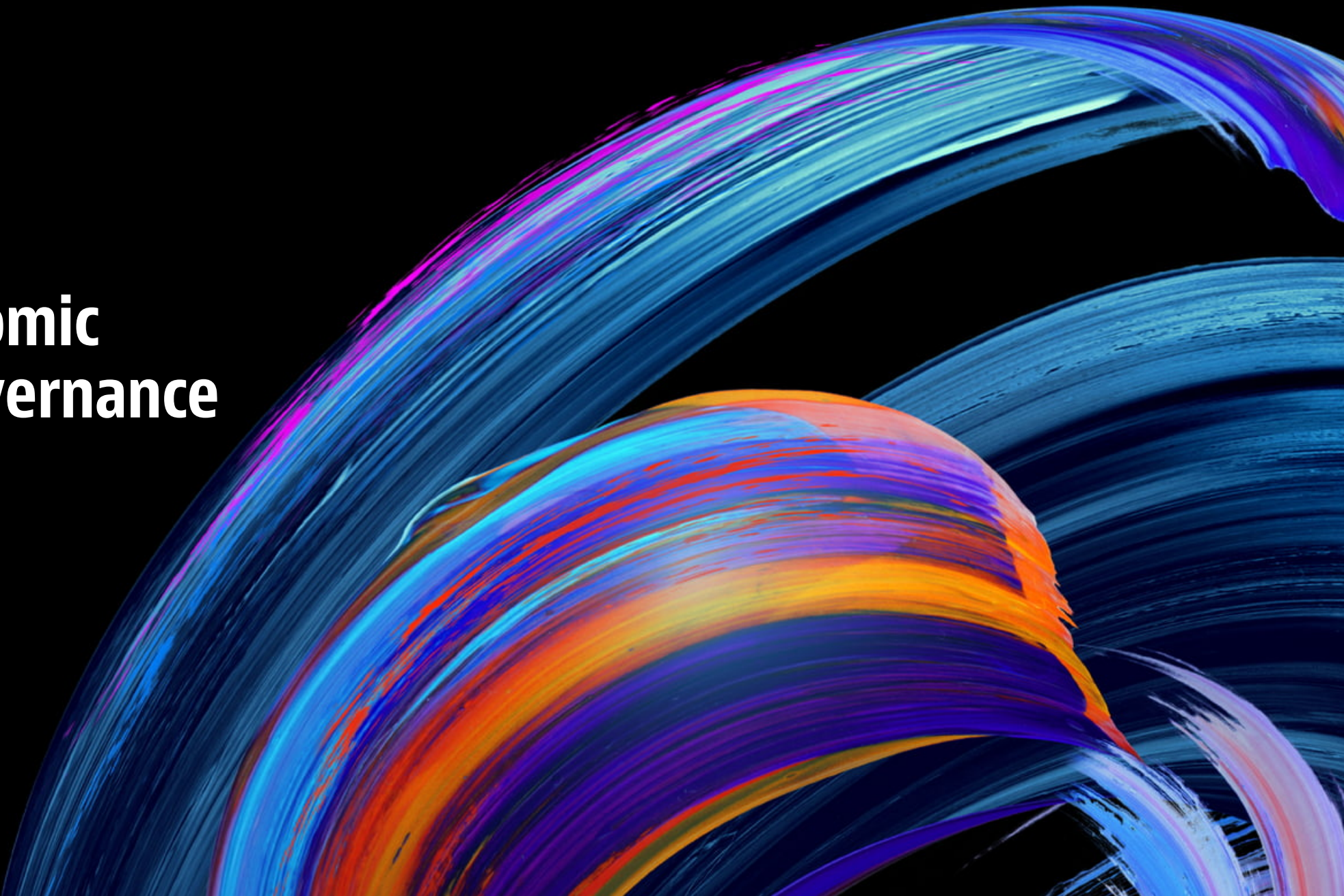
Additionally, this year:

Sensing Clues

Our Amsterdam office has been working closely with Sensing Clues, a wildlife preservation foundation, aimed at developing technology, solutions, and expertise to promote the protection and safeguarding of nature and nature conservation areas, plants and animals.

Last year, Sensing Clues launched their app, Wildlife Intelligence. Built on innovative technologies, and designed to provide actionable and timely information about threats to nature, the app is designed to help organizations across the world to preserve nature and protect endangered species by turning observations of rangers, guides, researchers, and even tourists, into shared situational awareness; learning where and when threats to nature can be expected; and to creating tactical plans and actions to mitigate these risks. The Firm has been providing on-going tax and legal advice on a pro bono basis.

Economic & Governance





Economic & Governance

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 Action Platform on Peace, Justice and Strong Institutions.

This section of the report refers to our commitments to the following Principle of the UN Global Compact:

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

Guiding Principles

The Baker McKenzie Code of Business Conduct is intended to help everyone at Baker McKenzie, partners and employees alike, comply with all applicable laws, rules and regulations as well as the Firm's policies and standards. Because no code can address every situation, we developed these Guiding Principles as touchstones for decisions and behavior across our Firm.

Our Code of Business Conduct applies to everyone working at Baker McKenzie and affiliated entities. We expect those with whom we do business, including suppliers and vendors, to honor these principles.



We honor and obey the law.

We are a law firm. We have a personal and professional duty to know the law, and to apply and obey it. We must always advise our clients to do the same.



We are one firm.

What one of us does, all of us do. We must act with integrity and honor in all of our dealings, everywhere, every day. Because what we do reflects upon Baker McKenzie.



We are responsible for what we do.

We are accountable to each other for what we do and what we fail to do. For the quality of our advice and service; the integrity of our decisions and actions.



We take our professional responsibilities seriously.

As a law firm, it is our duty to understand and abide by the ethical standards of the courts and the bar/law societies where we practice.



We treat everyone fairly and with dignity.

We have embraced diversity, inclusiveness and the ideal of equal opportunity since our founding. There is no place for prejudice, discrimination, bias or abuse in our culture of friendship.



We are competitive, but compete fairly.

We deal honestly with clients, suppliers, competitors and each other. We don't engage in bribery or permit anyone to do so on our behalf. We don't direct business to family, friends or businesses in which we have a personal stake.



We protect the information entrusted to us.

We are privy to sensitive, confidential information. We must keep these confidences, using both our discretion and our technologies to protect them. We absolutely do not act on or share insider information.



We don't do business with disreputable characters.

We have legal and professional obligations to know our clients and to refuse to do business with those involved in illegal or corrupt activities or whose source of funds is suspect. We must conduct due diligence before beginning work for a client. If we decline to represent someone, we must do so in writing.



We are truthful and transparent.

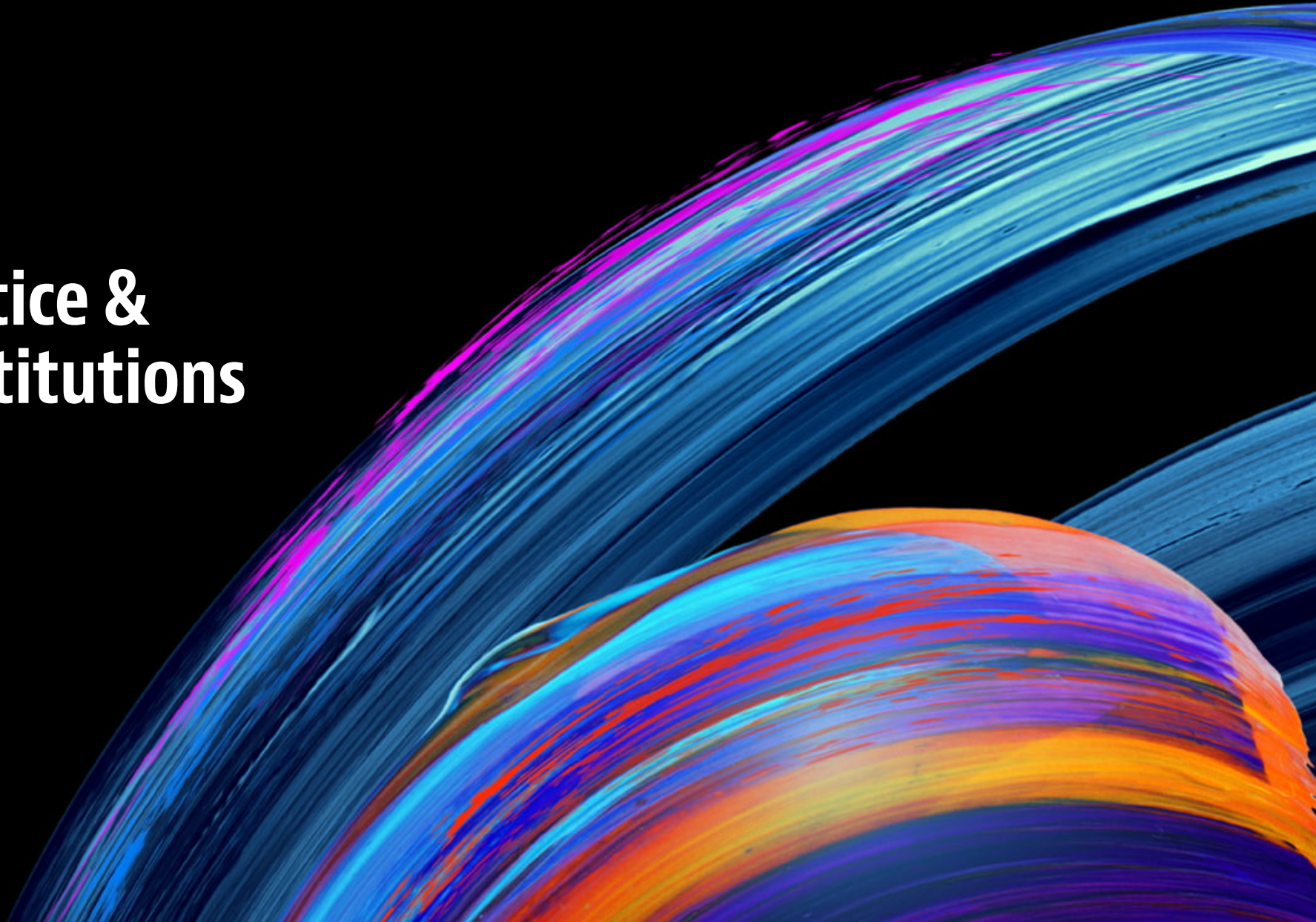
Our word is our bond. We are honest in our dealings with clients, each other — everyone we deal with. We keep accurate and timely records of our work and time. We bill in accordance with the standards and agreements to which we are subject.



We owe thanks and service to our communities.

We embrace our obligations as responsible corporate citizens to use resources wisely and to give back to the communities that support us.

Peace, Justice & Strong Institutions



Peace, Justice and Strong Institutions

Effective, accountable and transparent institutions are foundational to Goal 16. Baker McKenzie is committed to making the right choices and doing the right things, within the law and according to our Code of Conduct, which sets out the highest standards of legal, ethical and professional behavior.

We have recently supplemented this with our Point One commitment for a respectful, safe and inclusive working environment. Our commitment to the rule of law is also supported extensively by our pro bono efforts, which are outlined in this chapter and throughout this report. As reflected in the results of our Materiality Assessment, ethics, data security and privacy, and corporate governance are front of mind for our stakeholders.

- [Code of Conduct](#)
- [Ehtisphere](#)
- [Promoting Access to Justice](#)

We are proud co-patrons of the UNGC Action Platform on Goal 16. 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. 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.

Watch Global Chair Milton Cheng at the [UN SDG Media Zone](#) at Davos 2019.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Code of Conduct

Our Code of Conduct 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 undergoes mandatory and regular training with respect to our Code of Business Conduct, including training on anti-corruption law. It is required reading for every partner and employee worldwide.

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 protecting one of our most valuable assets - 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.

Data privacy and Security

We recognize our responsibility to our clients to be good stewards of their data, and take a robust, risk management approach for deploying, managing, and securing the Firm's Information Technology infrastructure to promote the security, confidentiality, and integrity of information, services, and systems.

Our information security management system has achieved ISO 27001:2013 certification (the internationally recognized standard for managing risks to the security of information)

and we also reference non-ISO frameworks when those frameworks provide improved guidance or specificity, such as NIST, the Center for Information Security (CIS), OWASP, and SANS. Our client data is maintained in secure, controlled environments that meet internal guidelines for physical security and access control protections.

Furthermore, our security team provides risk assessments for all internal and external applications used by the Firm and a dedicated Security Operations Center is maintained for operational support and incident detection and response. Among other measures, our systems are protected against viruses and other malicious software at multiple levels using a defense-in-depth approach. We also recognize that an informed user community is critical, and so we have invested in a robust security awareness training program, which will provide all of our people with the information and tools necessary to prevent data privacy breaches or cybersecurity concerns.

Ethisphere

We are a proud global partner of The Ethisphere Institute, the international leader in defining and advancing the standards of ethical business practices that fuel corporate character, marketplace trust and business success.

Ethisphere has deep expertise in measuring and defining core ethics standards using data-driven insights that help companies enhance corporate character. Ethisphere recognizes superior achievement through its World's Most Ethical Companies recognition program, provides a community of industry experts with the Business Ethics Leadership Alliance (BELA) and showcases trends and best practices in ethics with Ethisphere Magazine. Our longstanding partnership has afforded us opportunities to collaborate on thought leadership and articles in Ethisphere

Magazine, engage in meaningful dialogue at various client-facing roundtables around the globe and participate in global conferences including The Global Ethics Summit - a flagship event where CEOs, Board Members, Chief Legal Officers/General Counsels, Chief Ethics and Compliance Officers, as well as other business influencers representing a diverse set of experiences, gather to share best practices in building ethical businesses and continuously improving corporate behavior.

We also had the honor of serving on the 2019 Global Ethics Summit Steering Committee, which gathered a variety of experts who have modelled an earnest commitment to raise the bar for global integrity.

Highlights from the 2019 Global Ethics Summit



Video: Baker McKenzie's Bob Kent on Connected Compliance



Video: Reagan Demas Moderating a Panel on Supply Chain Monitoring

Promoting Access to Justice through Pro Bono and Advocacy



Access to justice is a basic human right and a key tenet of Goal 16. We have a responsibility to increase access to justice worldwide and promote the rule of law. Our global network gives us the opportunity to do this, and reach vulnerable pockets of society. Through our pro bono work, Baker McKenzie engages teams of problem-solvers on the most compelling social justice challenges around the globe where our teams, both inside our Firm and from our corporate colleagues, can make an impact. Our pro bono mission is to deliver first class legal services to the underserved and disadvantaged at the local, national and international level.

To achieve this mission, we regularly partner with in house legal teams to expand our collective reach. Our teams work on behalf of a variety of clients, including engaging in direct representation, impact litigation, policy and advocacy work, building new legal resources and addressing complex legal questions for the world's leading non-profits, public policy institutions, and international NGOs.



Video: Angela Vigil, Partner, Director of Pro Bono Practice



Law Firm Leadership Award.
Lambda Legal National Liberty Awards 2019

"Baker McKenzie is so deserving of this award. Through our partnership with the firm, the Youth in Out-of-Home Care Project has made systems of care safer and more affirming for some of our community's most vulnerable."

M. Currey Cook, Lambda Legal Counsel and Youth in Out-of-Home Care Project Director.

Homeless Youth Handbook

One of the biggest obstacles homeless youth face is a lack of understanding of the law and the resources available to them. In addition, as few available resources speak plainly about the rights of street-connected, homeless, or vulnerable youth many non-legal professionals who are committed to helping homeless youth also lack information about their legal rights.

We continue to collaborate with like-minded client teams and homeless charities across the United States to roll out the Homeless Youth Handbook. Together, we have crafted an invaluable 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. 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 online and in print form in schools, libraries, shelters and public agencies.

In 2019 we partnered with Google, Bay Area Legal Aid and Tipping Point Community to roll out the California Homeless Youth Handbook.



www.homelessyouth.org

Video: Homeless Youth Handbook

To date we have published handbooks in:

- 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
 - California, working with Google, Bay Area Legal Aid and Tipping Point Community
- Coming soon:** Indiana and New Jersey

Promoting Access to Justice Around the World

Innovating Justice Forum

Colleagues in our Johannesburg office spoke to an audience of tech experts, entrepreneurs, funders and innovators at the launch of the Hague Institute for Innovation of Law (HiIL) Innovating Justice Challenge 2019 in June 2019. The Challenge targeted those working on innovative solutions that will improve access and justice for millions of people in Southern Africa. Qualifying innovators stood a chance to receive specialized business development training, exposure at a global level, mentorship and up to ZAR 250 000 in debt and equity-free grant money from one of the world's leading proponents of justice innovations.

Advancing Rule of Law on a Global Scale with Public International Law and Policy Group (PILPG).

Multiple teams across the Firm supported our long time public interest partner, Public International Law and Policy Group, in Yemen, South Sudan, and Libya to advance the Rule of Law on a Global Scale. Our work supports judges, lawyers, and prosecutors to engage in conversations on transitional justice needs at a local and community level to identify areas in which transitional justice may proceed

despite political instability at the national level and included preparing a legal memorandum analyzing crimes related to the abduction of children under international criminal law for PILPG's clients in South Sudan and analyzing the legal rights of children born to foreign fighters in Middle East countries.

Nigeria: Rule of Law in Action

Together with the National Institute for Trial Advocacy (NITA) and Jones Day, we were proud to co-host the Rule of Law in Action seminars, in Lagos, Nigeria. The seminars focused on two key areas in the Nigerian criminal justice system:

- plea bargaining for all accused in the criminal justice system
- children as witnesses, victims and client in the criminal justice system

Over the 5 days, more than 160 attorneys were trained in the program through demonstrations, lectures and activities such as faculty led working groups of 8 defenders,

prosecutors and judges in each room. Participants practiced key trial advocacy skills that would help lawyers prepare a case to try it or to resolve it through a plea bargain and with children in the justice system.

On the Cutting Edge of AI Law

Teams across our Firm conducted legal research and analysis to address cutting edge questions regarding the legal implications of artificial intelligence in toys for the World Economic Forum. These research findings will lay the foundation for laws and policies on a global scale.

Children's Virtual Clinic

Baker Legal Help is a pilot program offering free access to legal advice for youth. Done entirely by video conference, the Virtual Legal Clinic allows youth to connect with volunteer attorneys for guidance on issues such as accommodation, eviction, discrimination, identity theft, local and state benefits, disability and health benefits, and getting in to foster care. Youth can visit drop-in centers to connect to the clinics, or access them independently.

World Legal Summit

Colleagues in our Johannesburg office attended the World Legal Summit (WLS) in Cape Town in August 2019, aimed at convening disparate jurisdictions together in collaboration around building a better understanding of what is happening with technology regulation and governance worldwide. Our people participated in panel discussions on Identity & Governance and Cyber Security & Personal Data at the Summit. Participants tackled tough questions about what could be done at the regulatory level to ensure new technologies strengthened citizen rights and facilitated fair access to justice, and that they improved business opportunities for all, not just the elite few. The August WLS summit was the first of a two-part initiative that took place simultaneously in 30 cities and 20 countries.

End Violence against Children

Lawyers from our offices in Australia, China, Hong Kong, Japan, Taiwan, Thailand and Vietnam, as well as member firms in Indonesia, Malaysia, the Philippines and Singapore, continue to collaborate with local corporate clients including Citi and MSD, and partner firms, such as Khaitan & Co in India, to support World Vision's End Violence Against Children Program which is now moving into its third year. Together, we are developing a series of six easy-to-use legal guides for local communities and first responders to

reference when assisting victims of violence. The legal guides will address issues around physical violence, human trafficking, sexual violence, child marriage, child neglect, and psychological abuse. Guides on child trafficking and physical violence have been published to date, with a third installment covering sexual violence to follow.

30th Anniversary of Convention on the Rights of the Child

2019 marked the 30th anniversary of the Convention on the Rights of the Child. Following the UN anniversary event in Geneva, Baker McKenzie hosted two panels of child advocate leaders, academics and experts in partnership with the Juvenile Justice Initiative and the Terre des hommes Foundation. The first panel was convened at the Baker McKenzie office in Geneva, where the moderated discussion raised creative thoughts about what is needed to fully implement the aspirations of the Convention. The second panel was convened at the Baker McKenzie office in Washington, DC, and focused on the implications of the Convention for the United States, where it has not been ratified. A recording of each session can be found [here](#).

Legal Atlas for Street Youth

In 2019 the [Legal Atlas for Street Youth](#) was launched. The Atlas is an online database documenting street child law across the globe. The tool will help countries improve their standards, policies, and practices concerning child rights, in keeping with the UN General Comment on Children in Street Situations, which explains what countries should do in order to protect the rights of street children. Committing to equality in law is one of the four steps to equality for street children. By putting legal knowledge in the hands of advocates, policymakers, the media and the public, we can empower people to change the law and make a real difference to street children's lives. The Street Youth Atlas was created by the Consortium for Street Children (CSC) in collaboration with Baker McKenzie and with the assistance of hundreds of pro bono lawyers from our clients' corporate in-house legal teams worldwide. Those involved have examined state obligations toward street children under the Convention on the Rights of the Child and the realities of street children's lives, in order to assist those advocating for child rights around the world. Partners involved in its development include: 3M, Abbvie, Amazon, Astellas, Cargill, CNH, Google, HP Inc., JPMC, Merck, Mondelez, Salesforce, and Starbucks

2019 Children's Rights Summit

In December, we hosted the 6th Annual Children's Rights Summit in partnership with Apple, Hewlett Packard Enterprise, Facebook, Google and Intel. Convening at Facebook HQ in Silicon Valley, the summit aimed to re-imagine the way we provide access to justice for children and youth. The agenda included key note speeches by renowned advocates and youth leaders; experiential learning simulations, wherein participants explored what it is like to be a young person involved with the justice system and how community lawyering and pro bono can make a difference; and Juvenile Justice 'Kitchens', wherein professionals with diverse experiences came together to design solutions, share ideas, and chart out next steps.

National Enquiry into Sexual Harassment in Australian Workplaces

Our Australian offices assisted the Australian Human Rights Commission (AHRC) with its National Enquiry into sexual harassment in Australian workplaces. Together with a number of our European offices, we provided detailed analyses of laws relating to sexual harassment in the workplace across a number of Australian and European jurisdictions including Germany, Spain, Sweden, Russia, Hungary, Netherlands, England and Wales, in order to make recommendations to address sexual harassment in Australian workplaces.

Refugee and Asylum Seeker Support

Throughout 2019 our Australian colleagues, some of whom are now also registered migration agents, worked on various projects to help support refugees and asylum seekers, including:

- Assisting with Medevac evacuation applications on behalf of seriously ill refugees in regional processing countries Papua New Guinea and Nauru, to receive medical assessment and treatment in Australia.
- Representing asylum seekers in litigation in the federal court system, who are seeking judicial review of negative protection visa decisions by the Department of Home Affairs.
- Accompanying asylum seekers to the Department of Home Affairs to assist during their protection visa application interviews with the Department officer. Our work includes making oral submissions during the interview and preparing written submissions afterwards.
- Working with the Refugee Advice & Casework Service (RACS) to set up a statement-taking clinic for vulnerable women seeking asylum on the basis of gendered violence
- Assisting asylum seekers through a volunteer clinic at Refugee Legal in Melbourne. Our work includes statement taking, submission writing and research.

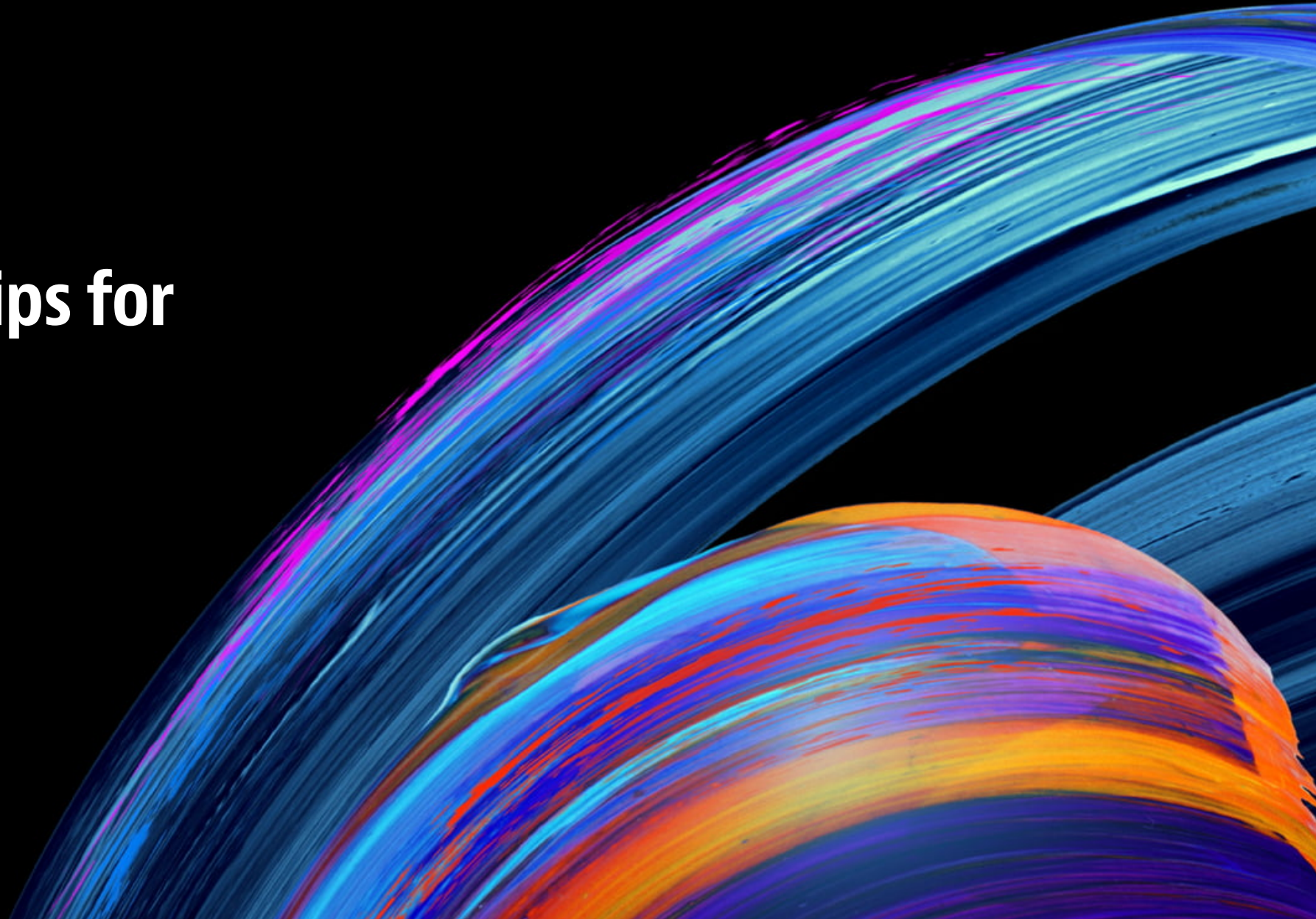
London Pro Bono Access to Justice Program

Launched in 2019, this program has covered three new end-to-end legal projects to date, with a fourth starting soon. Over 70 lawyers have been trained to take part in these projects, ranging from trainees to partners, and the Firm has taken on 26 cases to date. Each project is fully supervised by an external lawyer at the partner charity, and lawyers work in pairs to assist with cases from start to finish. The projects ensure vulnerable individuals can enforce their rights and claim access to justice.

Current projects include:

- **The Children's Nationality Project**, helping children exercise their rights to UK citizenship, in partnership with Coram Children's Legal Centre.
- **The Adult Care Project**, challenging inappropriate local authority care packages, in partnership with Mencap.
- **The Welfare Benefits Project**, representing individuals who wish to challenge welfare benefit refusals, in partnership with LawWorks.

Partnerships for the Goals



Partnerships for the Goals

We believe that business must play an active role in addressing some of the biggest issues facing the world.

We are proud to collaborate with like-minded clients, as well as non-governmental and civil society organizations to impact positive change on a global scale.

In addition to our pro bono and community service efforts, we actively participate in leading sustainability organizations such as the World Business Council for Sustainable Development.

We regularly take part in international meetings including the United Nations General Assembly Week, the World Economic Forum Annual Meeting at Davos, Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC), among others.



- [Promoting Responsible Business](#)
- [Antitrust and Sustainability: Breaching the Divide](#)
- [The Baker McKenzie Whitespace Collab](#)
- [Sponsorships and Scholarships](#)



Promoting Responsible Business

As a Firm we enjoy collaborative and productive relationships with some of the most influential organizations around the world.

World Business Council for Sustainable Development (WBCSD)

In 2017, we became the first law firm to join the WBCSD. We serve as legal advisors in the development of multiple projects and work streams that the Council and its corporate members are pursuing.

- **Modernizing Governance**

In today's complex and uncertain world, focusing on near-term shareholder value alone is no longer enough to ensure long-term business success. Sustained value creation requires companies to manage business performance to ensure that sustainability matters that affect business value are addressed.

We are proud to have assisted the World Business Council for

Sustainable Development (WBCSD) with the development of 'Modernizing Governance: ESG challenges and recommendations for corporate directors' report, which aims to better understand the current state of play and potential solutions by:

- examining the current governance approach relating to sustainability in 12 jurisdictions; and
- interviewing board members representing more than 40 companies to understand their perspectives on sustainability governance

World Economic Forum (WEF)

We have been a partner of the World Economic Forum (WEF) for nine years and in 2017, we became a founding member of the [Centre for the Fourth Industrial Revolution \(C4IR\)](#). Through our partnership with the WEF and C4IR, we work with the foremost business, political and cultural leaders to shape global, regional and industry agendas. Some of our flagship projects include:

- **The Future of the Corporation**

We have had the opportunity to lead on the World Economic Forum's "Future of the Corporation" study, aimed at understanding how changes in macroeconomics, financial markets and technology shape how businesses are governed and structured in the 4IR. The study is informed by interviews and roundtables held with Chairs and Boards of public and private companies and investors, many of whom are clients, as well as partners at Baker McKenzie. The final report aims to roadmap for corporations these shifts that are systemically impacting the business world.



Baker McKenzie at Davos 2020

Antitrust and Sustainability: Breaching the Divide

Sustainability is likely to be a major theme in antitrust for 2020. Current antitrust laws lack certainty for companies that aim to achieve sustainability objectives, hampering industry initiatives that are in the consumer interest and which even help governments avoid the need for cumbersome regulation.

Luis Gomez, Chair of our EMEA Antitrust Practice, and antitrust lawyer Grant Murray are establishing a 'Sustainability Alliance' comprising clients and other leading companies drawn from various sectors, to bridge the gap between competition law and collaborative sustainable solutions.



Luis Gomez



Grant Murray

To meet sustainability goals, companies may need to work with their competitors. This enables them to bring about change on a scale which would simply not be possible individually. Joint efforts also avoid the 'first mover disadvantage' which can arise if a company could not switch to, say, more environmentally-friendly (but costly) products or processes without losing market share.

Unfortunately, antitrust law (or the perception of it) can be an obstacle here. While sector-wide initiatives focussing on more sustainably-produced goods may lead to huge environmental benefits, antitrust authorities may be concerned that these joint efforts reduce choice for consumers or even increase downstream prices.

Despite laudable objectives, it is not always possible to reassure companies that sustainability arrangements are free of antitrust risk. For example, EU antitrust rules adopt a very strict approach to competitor contacts and are, at best, unclear when it comes to the question of when environmental benefits can be taken into consideration.

The timing is, however, right to try to address these shortcomings as the European Commission is undertaking a once in a decade review of guidelines applying in this area. We are currently establishing a 'Sustainability Alliance', comprising clients and other leading companies, drawn from various sectors. The aim is to put forward arguments and evidence which shows that competition law is needlessly interfering with initiatives which are in the consumer interest and which even help governments avoid the need for cumbersome regulations.

As many of our clients are working to make a positive impact on the environment, navigating legal obstacles in order to help them achieve their sustainability goals is one way our Firm can help ensure a better world for the next generation.

The Baker McKenzie Whitespace Collab

Collaboration for the Age of Hypercomplexity

In June 2017 Baker McKenzie's [Whitespace Legal Collab](#) — also known as the Collab — launched with the purpose of convening innovators from academic, business, technology and legal domains, to address world's most complex problems—from tech acceleration to climate change. "The concept of collab comes from our belief that overcoming tough problems or grand challenges occurs most often when people with diverse knowledge and experience work together." Baker McKenzie partner and Collab co-founder Theo Ling said at the time.

Sustainability focus

A first for a global law firm, the Collab has partnered with a wide variety of like-minded organizations on topics such as ethics, artificial intelligence and the business and societal impacts of climate change.

Recently, the Collab worked closely with Canada's Expert Panel on Sustainable Finance, sharing [in-depth commentary and recommendations](#) on the physical and transitional risks, as well as potential policy, legislative, institutional, and

private sector opportunities of the transition to a low-carbon economy. These discussions helped shape the Expert Panel's 2019 [report](#).

Last year, the Collab also prototyped an iOS mobile app in collaboration with our client Visa Europe and The Foundation Lab, a San Francisco-based legal services design consultancy. The Horizon Scanning mobile app tracks data privacy and regulatory changes across 100 jurisdictions, and won recognition from the FT Innovative Lawyers Europe Awards 2018.

The Collab uses foresight and scenarios expertise to help our clients find fresh ways to address global issues that concern them, and works to foster collaboration and innovative problem-solving throughout the business and legal fields. For example, the Collab brought together lawyers and other professionals to practice addressing real-world legal innovation challenges with a collaborative mindset and cutting-edge learning initiatives. Dubbed the "Seeding New Career Paths Workshop," the initiative was shortlisted in the 2019 FT Innovative Lawyers North America Awards.

The Firm established the Collab with legal and business innovation in mind. And as business resilience and sustainability become a central issue for global business, international organizations and governments around the world, the Collab and its partners continue to facilitate collaborative, leading-edge solutions to some of the biggest challenges facing the world.

Sponsorships and Scholarships

The 2018 -2019 Baker McKenzie Scholarship was awarded to Bamisope Adeyanju, an economic and social rights advocate who led an effort to uncover the misappropriation of loan refunds in Nigeria.

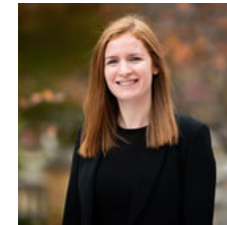
The scholarship, established in June 2015, awards USD 50,000 to an LLM student who demonstrates academic success and financial need. Priority for the scholarship is given to international students who have overcome barriers to achieve in the field of law, particularly those raised or educated in emerging nations. Before beginning her LLM. studies at Columbia Law School, Adeyanju was an attorney at the Socio-Economic Rights and Accountability Project (SERAP), a leading human rights organization in Lagos, Nigeria.

At Adekunle Ajasin University, where she earned an undergraduate degree in law, Adeyanju prioritized public service projects. She advocated for the rights of people who have spent years in pre-trial detention and served as president of the Green Law Society, raising awareness of and securing solutions for environmental issues in local communities.

At Columbia Law School, where she is a Human Rights LL.M. fellow, Adeyanju is a student in the Human Rights Clinic, which works with civil society organizations and individuals around the world to advance rights and justice.



Bamisope (center) pictured with our pro bono committee and fellow Columbia Law School alumni at our New York office



Rachel Lieb

Along with Merck & Co., we are co-sponsoring Equal Justice Works Fellow Rachel Lieb. Rachel is working with the New York Legal Assistance Group providing legal assistance to domestic violence survivors in New York City who wish to appeal adverse decisions in Family or Supreme Court. There were previously no attorneys in New York dedicated to bringing domestic violence appeals on behalf of poor women and their children. So far, Rachel has:

- Provided counsel to 50 individuals on their divorce, custody, and child support rights as part of NYLAG's intake line and the Mobile Legal Health Clinic in Brooklyn;
- Provided full representation to an additional 37 individuals, helping them obtain orders of protection, custody of their children, child support, and divorces in New York Family and Supreme Courts;
- Successfully defended 3 appeals, allowing clients to retain their orders of protection.

Awards and Accolades



Awards and Accolades 2019

Ranked among top 5 large US law firms in Law360's 2019 **Best Law Firms for Female Attorneys**.

2019 **Best Law Firms for Women** and named to the inaugural **Hall of Fame** by Working Mother magazine - recognizing the small number of firms that have been on the list for ten years or more.

Honored with the 2019 **Lambda Legal Law Firm Leadership Award** for commitment to addressing the legal needs of homeless youth.

Received a **perfect score on the Human Rights Campaign Foundation Corporate Equality Index** for the tenth consecutive year and **"Best Place to Work"** in the US for LGBT+ equality.

Received a **perfect score** on the Human Rights Campaign Foundation 2019 **"Equidad MX"** Index - recognizing leading employers in LGBT+ inclusion in Mexico.

Recognized in 2019 as a **Top 5 Employer** in the UK for **social mobility in the Social Mobility Employer Index**.

Named **Outstanding Firm for Furthering Diversity and Inclusion** in Latin America at the 2019 Chambers Diversity & Inclusion Awards: Latin America.

Named among **Stonewall's Top Global Employers for LGBT+ inclusion** in 2019 – one of only 14 companies worldwide.

Recognized with six awards at the 2019 Euromoney Asia **Women in Business Law Awards**.

Awarded one of 140 Workplace Gender Equality Agency **Employer of Choice for Gender Equality** citation in Australia.

Awarded the 2019 **Australian Workplace Equality Index Silver Employer** citation in the Pride in Diversity.

Awarded bronze status in the inaugural **South African Workplace Equality Index** - the **best rated law firm** in South Africa for inclusion efforts.

With The Walt Disney Company, received the **Stewart B. McKinney Award** for commitment to preventing and ending homelessness from the **National Law Center on Homelessness & Poverty**.

Toronto Partner Kevin Coon Start recognized by **Start Proud**, as a **"2019 Leader To Be Proud Of"** Award

Leading Light Award: Mexico and Peru

Trust Law Collaboration Award with Nokia for work on the rights of refugees

Best Law Firm in the Voluntary Carbon Market 2019 by **Environmental Finance**

Climate Change Firm of the Year by Who's Who Legal Awards

Only **Band 1** ranked Firm for Climate Change by **Chambers Global 2019**

Baker McKenzie. | FIRM FACTS



FY19 REGIONAL GROWTH

↑ EMEA +5.2%

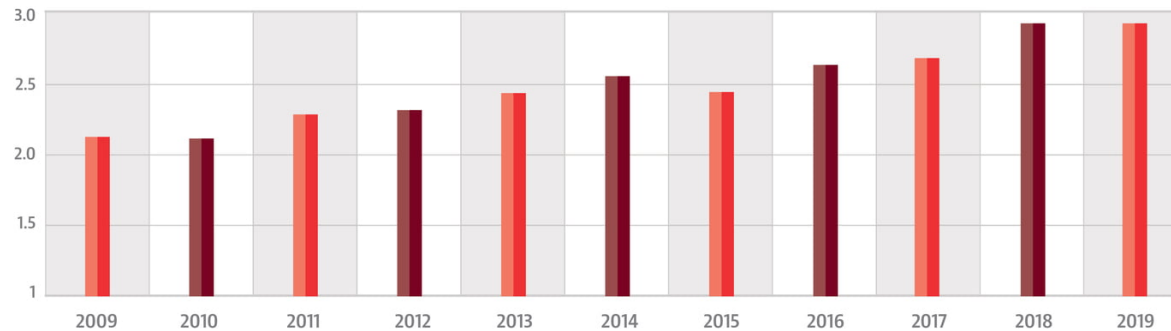
↑ Asia Pacific +2.1%

↑ Latin America +9%

↑ North America +4%

All figures show year-over-year growth

GLOBAL REVENUE USD (Billion)



LAWYERS



AWARDS



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