Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

- **Firm Name:** Please provide the full name of your firm.

Baker McKenzie

Leadership

- **Head(s) of Firm:** Please provide the name and title of the head(s) of the firm (e.g., Chair, CEO, Managing Partner). Enter information for more than one individual, if applicable.

Sunny Mann, Global Chair
Colin Murray, Chief Executive Officer, Americas

- **Inclusion Professional(s):** Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives? If so, please provide the name and title of the inclusion professional. Enter information for more than one individual, if applicable.

Pete Salib, Global ID&E Lead, April 2024

- **Ownership:** Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? If so, please note any related certifications (e.g., NAMWOLF).

N/A

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Culture and Community

- **Affinity Groups:** Does the firm have internal affinity groups or networks (open to all employees)? What affinity groups or networks does the firm have? What kind of support does the firm provide for these affinity groups or networks?

Yes, the firm has a range of internal affiliate networks and inclusion groups, open to all colleagues, including the Baker Asian Legal Network (BALN), Black Alliance for Networking & Advancement (BANA), Unidos, BakerPride + Allies, BakerWomen, the Disability Access Inclusion Group, and the Interfaith Inclusion Group.

These networks play a central role in fostering community, promoting cultural awareness, and supporting the professional development of their members and allies. They regularly host programming such as panel discussions, speaker events, networking opportunities, and awareness initiatives aligned with the firm's broader inclusion, diversity, and equity strategy.

The firm provides dedicated support to these networks through funding, operational guidance, and strategic partnership with the Inclusion, Diversity & Equity team. Each network receives a budget to support programming and engagement activities, along with access to internal communication platforms and administrative resources to help plan and execute events.

In addition, networks are supported by leadership engagement and are encouraged to align their activities with firmwide priorities, creating meaningful opportunities for connection, development, and collaboration across the organization.

- **Culture and Inclusion Events:** Does the firm host culture and inclusion retreats or conferences? If so, please describe these events.

The firm hosts signature inclusion-focused conferences, including Inclusion Matters and This Is Us, which bring together colleagues for meaningful dialogue, leadership engagement, and connection-building. These events focus on inclusive leadership, professional development, and community building, creating opportunities for attendees to share perspectives, strengthen networks, and advance a culture of inclusion across the firm.

- **Cultural Awareness:** How does the firm commemorate important dates honoring different cultures of employees within the firm (e.g., Black History Month, Women's History Month, Pride Month, etc.)?

The firm commemorates important cultural and identity-based observances through a combination of firmwide communications, educational programming, and local office engagement. Throughout the year, key heritage months, awareness days, and religious holidays are highlighted in internal communications to raise awareness and provide context around the significance of these dates.

These observances are further brought to life through programming led by the Inclusion, Diversity & Equity team and affiliate networks, including panel discussions, keynote speakers, webinars, and local office events that encourage learning, dialogue, and community engagement.

Together, these efforts foster awareness, encourage participation, and reinforce a culture that values and celebrates the diverse backgrounds of the firm's people.

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- **Inclusiveness:** Please describe steps the firm has taken to create an inclusive environment for women, people of color, LGBTQ+ individuals, people with disabilities, and parents/caregivers.

The firm fosters an inclusive environment through active affinity networks and inclusion groups, firmwide programming, and leadership engagement. We prioritize supporting and advancing colleagues from all backgrounds, ensuring every voice is heard, respected, and valued. Through mentoring programs, professional development initiatives, and inclusive workplace practices, we aim to create a culture of belonging and equal opportunity for women, people of color, LGBTQ+ individuals,individuals with disabilities, and parents/caregivers.

The firm has also implemented global policies and frameworks designed to support inclusion in the workplace. These include the Code of Business Conduct and a workplace behavior and respect initiative, which reinforce a zero-tolerance approach to discrimination and harassment.

To support individuals with disabilities and caregivers, the firm has established a Global Disability & Accessibility position and continues to focus on removing barriers to participation by improving accessibility, raising awareness, and promoting flexible working arrangements. Flexible work options are further supported through a policy which enables alternative work arrangements and helps employees balance professional and personal responsibilities.

Networking, Mentoring, and Professional Development

- **Mentoring & Sponsorship:** Does the firm offer a mentorship or sponsorship program that connects junior attorneys with senior leadership? If so, please describe.

Yes, the firm offers a range of structured mentorship and sponsorship programs that connect junior attorneys with senior leaders to support career development and advancement.

Key initiatives include Leaders Investing For Tomorrow (LIFT), RISE, and bConnected. These programs are designed to provide attorneys with resources to continue in their professional development wiht access to senior leadership through formal mentoring and sponsorship relationships.

Through these programs, participants receive guidance, career coaching, and advocacy from partners and senior attorneys, helping them navigate their career paths, build professional networks, and access meaningful work opportunities. The programs also focus on enhancing retention and promoting equitable advancement by fostering strong relationships between emerging talent and firm leadership.

In addition to these structured programs, mentoring is embedded more broadly across the firm through formal and informal relationships, ensuring that attorneys at all levels have access to guidance, support, and opportunities for growth.

- **Reverse Mentoring:** Does the firm pair senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

While there is no formal "Reverse Mentoring" program in place, the firm does encourage opportunities for junior attorneys to share perspectives with senior leaders through structured mentoring programs, affiliate network engagement, and firmwide initiatives. These efforts help foster dialogue, bridge generational and cultural perspectives, and strengthen inclusive leadership capabilities.

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- **Associate Committee:** Does the firm have an associate committee that consults with the partnership? If so, please describe how that committee engages with the partnership.

Yes, the firm maintains associate committees at the office and practice group level. These committees provide a structured channel for associates to share feedback with firm leadership, contribute to discussions on workplace experience, and help shape initiatives related to professional development, inclusion, and firm culture.

- **Professional Development:** Does the firm offer professional development programs specifically for junior attorneys? Please elaborate on the professional development programs available to junior attorneys.

The firm offers comprehensive professional development opportunities for junior attorneys, including structured training, mentoring, and skills-based programming. Programs such as bConnected support mentoring relationships and career development, while broader training initiatives focus on writing, client engagement, and practice-specific competencies to prepare attorneys for long-term success. In addition, our junior and mid-level attorneys attend annual retreats with course agendas tailored to their level of practice.

Recruitment, Promotion, and Advancement

- **Recruitment Process:** What steps has the firm taken to build a more inclusive recruitment process (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

The firm is committed to building an inclusive recruitment process through intentional outreach and structured evaluation practices. We actively engage with diverse talent pipelines, including law student organizations and fellowship programs, and focus on providing equitable access to opportunities such as our Summer Associate Program and Inclusion, Diversity & Equity Fellowship.

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- **Fellowship/Scholarship:** Does the firm offer any scholarships, fellowships, or internships? If so, describe those programs. How many of the law students who participated in the firm's most recent 2L summer associate program were hired through such a program?

The firm offers programs such as the Inclusion, Diversity & Equity Legal Fellowship, which supports the recruitment and development of talented lawyers who are committed to advancing inclusion within the legal profession. These programs provide a combination of financial support, mentorship, and professional development opportunities. Our Summer Associates have the opportunity to apply for our ID&E Client Summer Scholars Program which is a paid position working at a client for 2 – 3 weeks following the end of our summer program. During the 2026 Summer Program, 5 of our Summer Associates where ID&E Fellows and 3 participated in our Client Scholars Program. The firm also supports the JD Advising program which provides mentorship to underrepresented law students.

Summer Associates, alongside our lawyers, have numerous opportunities to support our world-class pro bono efforts which include IMPACT areas: Children's Rights, Gender Justice, Justice Crossing Borders, LGBTQ Advocacy, and Rule of Law. Through our pro bono work, we engage our Summer Associates with 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.

- **Advancement:** Describe any firm initiatives to create equal opportunities for all attorneys with respect to work allocation, performance reviews and upward reviews, and/or promotions.

The firm takes a structured and transparent approach to creating equitable opportunities for attorneys across work allocation, performance management, and advancement.

With respect to performance reviews, the firm utilizes a comprehensive evaluation framework supported by a formal Development Framework, which provides clear expectations around performance, career progression, and success factors at each level. This framework is complemented by a structured annual review process that includes self-reflection, manager evaluations, and multi-source feedback, helping to ensure a balanced and holistic assessment of performance.

Upward and peer feedback are incorporated through 360-degree review processes and feedback provider nominations, enabling attorneys to receive input from colleagues across teams and levels. These mechanisms are designed to promote transparency, encourage open dialogue, and support continuous development.

The firm also places emphasis on ongoing feedback and development beyond the formal review cycle. For example, firmwide initiatives have highlighted the importance of consistent, real-time feedback and training on delivering constructive feedback across teams, reinforcing a culture of continuous improvement.

In relation to work allocation and advancement, the firm continues to explore and implement solutions aimed at promoting equitable access to opportunities, including initiatives focused on work allocation, career development tools, and progression pathways. One example, is that work allocation coordinators are assigned to our incoming first year associates.

The firm's evaluation and compensation processes further emphasize collaboration, teamwork, and overall contributions, supporting a more inclusive and balanced approach to performance and advancement decisions.

Together, these initiatives reflect a holistic strategy to ensure that all attorneys have equitable access to meaningful work, constructive feedback, and clear pathways for career development and promotion.

- **Multitiered Partnership:** Does the firm offer a multitiered partnership? If so, please describe.

Yes, the firm offers two-tiered partnership--non-equity and equity partners.

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- **Alternatives to Partnership:** Does the firm offer a non-partner track alternative for attorneys? If so, please describe.

Yes, the firm offers alternative career tracks for attorneys who may not pursue partnership, including counsel and other specialized roles. These pathways provide opportunities for professional growth, leadership, and meaningful client engagement.

- **Reduced Hours and Flex-Time Options:** Does the firm offer reduced hours and/or flex-time options? If so, please describe and explain how working an alternative schedule might affect an associate's path to partnership.

The firm offers flexible work arrangements, including reduced-hours schedules and hybrid work options. These arrangements are designed to support work-life integration while maintaining opportunities for advancement. Attorneys on alternative schedules continue to receive development opportunities and are evaluated based on performance and contributions.

- **Credit for Work Other Than Client Billable:** Does the firm provide hours credit for work not pertaining to clients, such as recruiting, business development, knowledge management, or inclusion efforts? Note that this does not include pro bono projects. If so, describe the policy for such work.

The firm recognizes and supports contributions to recruiting, business development, knowledge management, and inclusion initiatives. While policies may vary, these efforts are valued as part of an attorney's overall contributions to the firm and are considered in performance evaluations.

For example, in the US, associates may receive up to 125 credit hours for approved non-billable work that supports firm priorities such as inclusion, diversity, and equity initiatives. Eligible activities include participation in affiliate networks and inclusion groups, leadership roles in internal committees, recruiting and outreach efforts, planning and delivering events, attending approved conferences, and collaborating with clients on strategic initiatives.

Overall, this approach ensures that meaningful, firm-supporting contributions beyond client work are recognized while maintaining clear structure and accountability.

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Successes and Priorities

- What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering inclusion within the firm?

1) Sustaining a global culture of inclusion supported by active affiliate networks/inclusion groups and strong leadership engagement.
2) Delivering impactful programming and conferences that foster community, dialogue, and professional development.
3) Expanding mentoring, sponsorship, and fellowship programs that support the recruitment and development of all talent.

- What are the firm's top three priorities for advancing inclusion within the firm?

1) Continuing to enhance equitable access to work opportunities and career advancement.
2) Expanding mentorship, sponsorship and leadership development programs for all talent.
3) Strengthening measurement and accountability to track progress and drive sustainable inclusion outcomes across the firm.

Advice to Candidates

- What advice do you have for candidates who are looking for an inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to inclusion?

Candidates seeking an inclusive work environment should look for organizations that demonstrate a sustained commitment to inclusion through programming, leadership involvement, and opportunities for engagement.

Questions to consider:

How does the firm support mentoring and sponsorship?
What opportunities exist to engage with affinity groups and inclusion initiatives?
How does the firm support professional development and career progression for its attorneys?
How is inclusion reflected in the firm's culture and day-to-day experience?

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Additional Response Space

Please use this page for information that did not fit in the spaces provided. If this is a continuation of a prior answer, please indicate which question(s) are being addressed.

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