

Baker & McKenzie LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

300 E Randolph Street
Suite 5000
Chicago, IL 60601
Phone: 312 861 8000
Fax: 312 861 2899
www.bakermckenzie.com

LOCATIONS

Abu Dhabi; Almaty; Amsterdam; Antwerp; Bahrain; Baku; Bangkok; Barcelona; Beijing; Berlin; Bogota; Brasília**; Brisbane; Brussels; Budapest; Buenos Aires; Cairo; Caracas; Casablanca; Chicago; Dallas; Doha; Dubai; Dusseldorf; Frankfurt; Geneva; Guadalajara; Hanoi; Ho Chi Minh City; Hong Kong; Houston; Istanbul; Jakarta; Jeddah*; Johannesburg; Juárez; Kuala Lumpur; Kyiv; Lima; London; Luxembourg; Madrid; Manila*; Melbourne; Mexico City; Miami; Milan; Monterrey; Moscow; Munich; New York; Palo Alto; Paris; Porto Alegre**; Prague; Rio de Janeiro**; Riyadh*; Rome; San Francisco; Santiago; Sao Paulo**; Seoul; Shanghai; Singapore; St. Petersburg; Stockholm; Sydney; Taipei; Tijuana; Tokyo; Toronto; Valencia; Vienna; Warsaw; Washington, DC; Yangon; Zurich.* Associate Firm.** In cooperation with Trench, Rossi e Watanabe Advogados

DIVERSITY LEADERSHIP

Head(s) of Firm: Milton Cheng, Global Chair

Diversity team leader(s): Anna Brown, Director Global Diversity and Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	5008	4984
U.S. offices only	734	723

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	127	112
African-American/Black	7	10
Hispanic/Latinx	7	16
Alaska Native/American Indian	0	0
Asian	24	33
Native Hawaiian/Pacific Islander	0	1
Multiracial	3	4
Openly LGBTQ	4	5
Individuals with Disabilities	1	0
Total	168	176

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	13	12
African-American/Black	4	7
Hispanic/Latinx	1	4
Alaska Native/American Indian	0	0
Asian	6	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	4
Openly LGBTQ	5	1
Individuals with Disabilities	0	0
Total	24	36

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	114	31
African-American/Black	1	2
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	121	37

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	85	42
African-American/Black	3	3
Hispanic/Latinx	11	1
Alaska Native/American Indian	0	0
Asian	6	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	2	0
Total	106	51

OF COUNSEL (2019)

	Men	Women
White/Caucasian	35	21
African-American/Black	0	0
Hispanic/Latinx	4	0
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	1	0
Total	41	23

NEW HIRES (2019)

	Men	Women
White/Caucasian	43	34
African-American/Black	1	3
Hispanic/Latinx	7	1
Alaska Native/American Indian	0	0
Asian	14	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	0
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	68	49

Strategic Plan and Diversity Leadership

How does the firm's leadership communicate the importance of diversity to everyone at the firm?

The importance of diversity and inclusion is incorporated in all aspects of Firm communications, including monthly e-newsletters, global and regional conferences, associate conferences, partner meetings, and local office meetings.

Who has primary responsibility for leading diversity initiatives at your firm?

Chair of the North America Diversity & Inclusion Committee: J. Richard Hammett; Chair of the Global Diversity & Inclusion Committee: Dr. Constanze Ulmer-Eilfort; Director of Global Diversity & Inclusion: Anna Brown

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 11

Total hours spent on diversity: [No response]

Comments: The Diversity and Inclusion Committee meets regularly, both collectively and in various taskforces, to advance the diversity and inclusion initiatives and goals of the Firm.

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

If yes or partially, please explain.

Our active 12-person North America Diversity & Inclusion Committee (NADIC) is comprised of senior partners and business professionals and chaired by our former North America CEO, Richard Hammett. The NADIC meets monthly and each member serves on at least one NADIC taskforce. Our current North America CEO, Colin Murray, and the NA Regional Council (NARC) are actively engaged with our diversity and inclusion agenda which aligns with the firm's business strategy. The D&I team and NADIC work in conjunction with a very active Global D&I Committee, which focuses on driving significant global policies, and our office D&I committees, who lead on-the-ground efforts.

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal and informal

How often does the firm's management review the firm's diversity progress/results?

Annually

How is the firm's diversity committee and/or firm management held accountable for achieving results?

The Committee performance is reviewed yearly by senior management.

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
	X		Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor minority high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

[No response]



Recruitment - New Associates

Does your firm annually recruit at any of the following types of institutions?

Ivy League law schools: Yes

Other private law schools: Yes

Public state law schools: Yes

Law schools of Historically Black Colleges and Universities (HBCUs): Yes

Diversity job fairs: Yes

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students*
- Advertise in minority law student association publications*
- Participate in or host minority law student job fairs*
- Sponsor minority law student association events*
- Firm lawyers participate on career panels at schools*
- Outreach to leadership of minority student organizations*
- Scholarships or intern/fellowships for minority students*
- Other (please specify)*

Do you have any programs specifically targeted at first-year students?

Baker McKenzie partners with the Leadership Council for Legal Diversity (LCLD) for participation in the LCLD 1L Scholars Program. Additionally we partner with the Diverse Attorney Pipeline Program (DAPP) an intensive, year-long program designed to prepare diverse, first-year law students for career-building summer internships at large law firms.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	9	7
African-American/Black	2	5
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	0
Asian	4	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	4
Openly LGBTQ	5	1
Individuals with Disabilities	0	0
Total	16	26

OFFERS MADE* (2019)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	9	6
African-American/Black	2	4
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	0
Asian	4	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	5	1
Individuals with Disabilities	0	0
Total	16	22

OFFERS ACCEPTED* (2019)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	9	5
African-American/Black	2	4
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	0
Asian	4	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	5	1
Individuals with Disabilities	0	0
Total	16	21

NEITHER ACCEPTED NOR DECLINED (2019)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	20	17
African-American/Black	1	0
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	8	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	33	26

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	4	2
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	7	2

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	9	4
African-American/Black	0	2
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	3	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	14	6

NEW PARTNERS PROMOTED* (2019)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	17	13
African-American/Black	2	0
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	22	15

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	14	9
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	14	11

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

[No response]



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

OF COUNSEL

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

An associate working on a part time basis remains eligible for partner. Depending upon the specific situation, the timing to partner may be impacted by the decision to work part time, but the eligibility remains unaffected.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

[No response]



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	21	23	344
Of counsel	9	9	18	64
Non-equity partner	6	4	10	157
Equity partner	0	0	0	158



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	6	2

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	8	3
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	9	3

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	6	7
African-American/Black	1	0
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
Total	11	7

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

N/A

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	5	3
African-American/Black	0	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	7	4

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	5	6	n/a
Number of such positions held by:			
Minorities	1	1	n/a
Women	2	3	n/a
LGBTQ attorneys	1	0	n/a
Individuals with Disabilities	0	0	n/a

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 9

Minorities heading offices: Maurice Bellan, Washington DC (112)

Women heading offices: Regine Corrado, Chicago (228); Barbara Klementz, San Francisco, Palo Alto, and Los Angeles (137)

LGBTQ attorneys heading offices: Barbara Klementz, San Francisco, Palo Alto, and Los Angeles (137)

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Pete Tomczak, Litigation & Government Enforcement (135)

Women heading practices: Pamela Church, Intellectual Property (55); Melinda Phelan, Tax (190); Jennifer Trock, International Commercial (50)

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

Baker McKenzie is comprised of talented and diverse professionals who are connected by a deep intellectual curiosity, collaborative approach and a steadfast focus on client service. Our broad and extensive experiences and global vision help clients to lead, differentiate and adapt in a constantly changing world.

We view our people as our greatest asset and strive to foster an inclusive culture that recognizes and gives voice to diverse individuals and perspectives, with the opportunity to grow, be engaged, feel valued, and fully contribute.

Recruitment

In the United States, we have a comprehensive and innovative diversity recruiting initiative that includes, among other things:

- The Baker McKenzie D&I Client Summer Scholars Program: In collaboration with key clients, an opportunity for diverse 1L and 2L students to gain both in-house and law firm experience across a variety of practice areas.
- Baker McKenzie Diversity Round Tables: Held in every US office, these round tables convene diverse law students with our attorneys to discuss opportunities and Firm culture.
- The Baker McKenzie Diversity Fellowship Program: An honorarium of \$10,000 and summer associate position available to three outstanding law students who show promise of contributing meaningfully to the diversity of the legal community. The fellowships are paired with significant mentorship and learning opportunities.
- The Baker McKenzie Scholarship Fund: A first-of-its-kind scholarship of \$50,000 for a Columbia University LL.M. student, with priority granted to candidates from emerging countries.
- Baker McKenzie recruits at more than 30 law schools in the US and Canada. We have implemented a robust grass roots recruiting strategy to connect directly with diverse student organizations, including Black, Hispanic, Asian, LGBTQ and women's law student associations, as well as a newer initiative focused on outreach to students with disabilities. The Firm also actively supports and participates in recruiting activities with diverse organizations such as the Leadership Council on Legal Diversity (LCLD), the Diverse Attorney Pipeline Program, New York City Bar Association, the Cook County Bar Association, and the Bar Association of San Francisco, as well as law societies and bar associations globally.

As a result of recent efforts, our incoming US associate classes have achieved gender parity for the past several years. From a low of 6% ethnic and racial diversity for US incoming associates in 2014, we have averaged 36% for the last five years. In 2019, our US summer associate class was 60% female and 58% ethnic minorities.

Inclusion, Retention and Advancement

Beyond recruitment, Baker McKenzie is passionately focused on the retention and advancement of diverse leaders and on building and reinforcing a culture of inclusion for all of our people. In 2019 we enacted ambitious new targets related to gender and racial/ethnic diversity at the Firm: • To meet our goal of gender equality at our most senior ranks, we enacted global targets of 40:40:20 percent gender diversity by July 2025. The targets, which represent 40% women, 40% men and 20% flexible (women, men or non-binary persons), apply to partners, senior business professionals, committee leadership and candidate pools for recruitment to these roles. For offices with fewer than 25% women partners, there is an expectation that at least one out of every four partner promotions be a woman.

- To further advance the racial and ethnic diversity of our leadership, 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.

Our D&I commitment is championed by the highest levels of Firm leadership, and our diversity targets are supported by a variety of specific initiatives including, for example:

- Leaders Investing For Tomorrow (LIFT) Sponsorship Program: A global initiative focused on supporting talented women partners in progressing to senior leadership roles.
- Success Initiative: A dynamic program that aims to improve the representation and success of underrepresented racial and ethnic minorities among US and Canada associates, counsel, partners and other leaders. The program was launched with our inaugural Lawyers of Color Conference in January 2020 centering on themes of community, authenticity and inclusion.
- Affiliate Networks: We support and have very active affiliate networks in all of our US offices and across many offices globally. These groups raise awareness, foster allyship and provide mentorship and professional / business development opportunities. The groups focus on individuals of color, women, parents/caregivers and members of the LGBT+ community, among others. Our affiliate networks, along with our regional and office D&I Committees, also support retention through internal and external-facing events to connect people, build community and raise engagement.
- Our Global BakerPride+Allies Business Resource Group, which brings together partners and senior business services professionals from around the globe to build community and advance LGBT+ equality, as well as our #WeAreNotNeutral commitment and advocacy.
- Role Models: A video initiative that celebrates and shares the unique stories of our people around the world who have been identified as role models, sharing their diverse and authentic stories and experiences.
- Inclusive Leadership Education: We provide internal education and leadership development in furtherance of an inclusive environment, and support opportunities for engagement with our communities and clients on diversity and inclusion related topics, including sharing best practices.
- BakerWellbeing: A global initiative of education, activities and support aimed at helping our people maintain high performance in a caring and psychologically safe environment. In the US, we have active focus groups on wellbeing in many of our offices, and a professional psychologist who provides individual coaching and workshops focused on areas including stress and anxiety management, relationship issues, goal setting and finding fulfillment.
- PointOne: To further promote a safe, respectful and inclusive working environment, we launched this Firm-wide initiative in 2019. PointOne includes new policies, education and processes to ensure that unacceptable behavior, including discrimination, sexual harassment and bullying, is addressed promptly and effectively; and to ensure accessible, safe paths for raising and managing concerns.
- bAgile: Baker McKenzie has a robust agile working policy to facilitate access to a range of flexible working arrangements while continuing to meet the needs of our global business. The program focuses on enabling remote working, alternative hours, time off, and less-than-full time arrangements, and is available regardless of gender and role. To help our people stay connected while working remotely and across multiple offices, we have launched a number of active internal groups on our Workplace enterprise connectivity

platform. Our senior leadership has been promoting agile working and wellbeing topics on weekly all-hands virtual town halls. During the recent COVID-19 crisis, this initiative was a key resource and contributed to the success and smooth transition to working from home.

For our industry-leading efforts to advance diversity and inclusion, Baker McKenzie has received numerous honors. Among others, we were:

- Ranked among top 5 large US law firms in Law360's 2019 Best Law Firms for Female Attorneys.
- Named one of the 2019 Best Law Firms for Women by Working Mother magazine in collaboration with the ABA Journal for the 10th consecutive year, recognizing the Firm's outstanding practices for retaining and promoting women attorneys. Also named to the magazine's inaugural Hall of Fame - 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 our shared commitment to addressing the legal needs of youth experiencing homelessness.
- Received a perfect score on the Human Rights Campaign Foundation Corporate Equality Index for the tenth consecutive year, earning the notable distinction as a "Best Place to Work" in the US for LGBT+ equality.
- Baker McKenzie is proud to have earned the highest designation of Mansfield Plus Certification which 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 and 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. Our North America Leadership team far exceeds the Diversity Lab's 30% target.

We are proud of our progress, yet we recognize there is much more to do. We will continue to proactively champion, engage in and invest in strategic efforts to build a sustainably diverse and inclusive legal profession.

