

Caroline Baker

Partner

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Practice Areas

Business Restructuring and M&A
Employee Benefits
HR Advice and Counsel
Financial Services
Emerging Companies and Venture Capital

Overview

Caroline Baker leads the London Office's French Services, a bilingual and bicultural practice area she developed to advise francophone companies on their UK employees. She is a commercial, solutions-focused lawyer who has particular experience in advising financial services, technology and professional services employers.

Caroline has a solid track record of providing pragmatic, commercial solutions to difficult advisory matters, including disciplinary issues involving regulated or board level employees, business restructures and challenging employee relations issues (in particular where there are allegations of discrimination or whistleblowing). In 2019, she was seconded to Marsh & McLennan, assisting them through the transitional period following a high-profile acquisition. She also has significant litigation background and regularly advises on claims in the employment tribunal and high court.

Caroline is recognised in Chambers and Partners (2025) as 'co-head of the international practice at GQ|Littler and the firm's French desk', and clients say Caroline "really understands her clients, offering creative and pragmatic solutions to complex problems where possible."

Clients in the Legal 500 UK guide (2025) say, "Caroline Baker is a very 'user-friendly' lawyer who has a deep understanding of the practical challenges within the insurance industry and the commercials underpinning certain employment decisions."

Caroline frequently delivers training to financial services clients and representative bodies on a broad range of areas, including workplace behaviour, compliance with the Senior Managers and Certification Regime, and Conduct Rules. Clients say "it is the

extracurricular activities like these where the firm really goes above and beyond for their clients and show their value not only to us, but the insurance industry as a whole."

Additionally, Caroline is head of the Women's Leadership Initiative in London and co-leader of the initiative throughout Europe, as well as being a member of the global Women's Leadership Initiative Steering Committee, which focuses on developing and retaining women leaders at every level of the firm. She is also part of the ELA Pro Bono Committee, in which she was one of the founders of the award winning ELIPS scheme at employment tribunals across the country.

Before joining GQ|Littler in October 2011, Caroline worked at 'Magic Circle' law firm Slaughter and May, during which time she spent six months on secondment to French firm Bredin Prat. In 2015, she spent three months on secondment at Citibank in its Employee Relations team.

Professional and Community Affiliations

- Member, Pro Bono Committee, Employment Lawyers Association
- Member, Chartered Insurance Institute (CII)

Recognition

- Ranked, *Chambers and Partners*, 2025
- Named, Up and Coming, *Chambers and Partners*, 2022-2023

Bar Admissions

United Kingdom (England and Wales)

Languages

French

English

Publications & Press

The Global Guide Quarterly (Quarter 1, 2025)

Littler Global Guide Quarterly

April 23, 2025

International Women's Day – Accelerate Action: Advancing Women in Leadership

Littler ASAP

February 27, 2025

Women make up less than 7% of CEOs in insurance sector

Insurance Age

December 18, 2023

Planned redundancies rocket for 2023

HR Magazine

August 29, 2023

Making Redundancies in the UK

Littler ASAP

February 14, 2023

Number of trans-related employment tribunals increases

HR Magazine

February 3, 2023

Tribunal cases involving transgender issues on rise

Personnel Today

February 2, 2023

Exclusive: Planned redundancies in financial services up 46 per cent in last quarter

City A.M.

December 7, 2022

Redundancies dip by a third but gloomy outlook may mean rise is 'inevitable'

City A.M.

October 11, 2022

New fit note rules add to businesses' concerns over sick leave

Personnel Today

December 22, 2021

UK's exit from lockdown: a disunited kingdom?

Littler ASAP

May 19, 2020

Littler Global Guide - United Kingdom - Q1 2020

Littler Global Guide Quarterly

April 15, 2020

Littler Global Guide - United Kingdom - Q4 2019

Littler Global Guide Quarterly

January 22, 2020

Littler Global Guide - United Kingdom - Q2 2019

Littler Global Guide Quarterly

July 17, 2019

Events & Speaking Engagements

Around the World: Can You Export U.S.-Style Performance Management?

Littler Executive Employer Conference, Phoenix, AZ

May 10, 2024

Managing Large-Scale Workforce Reductions in the UK During COVID-19

June 12, 2020