



Diversity & Inclusion

2020 Annual Report

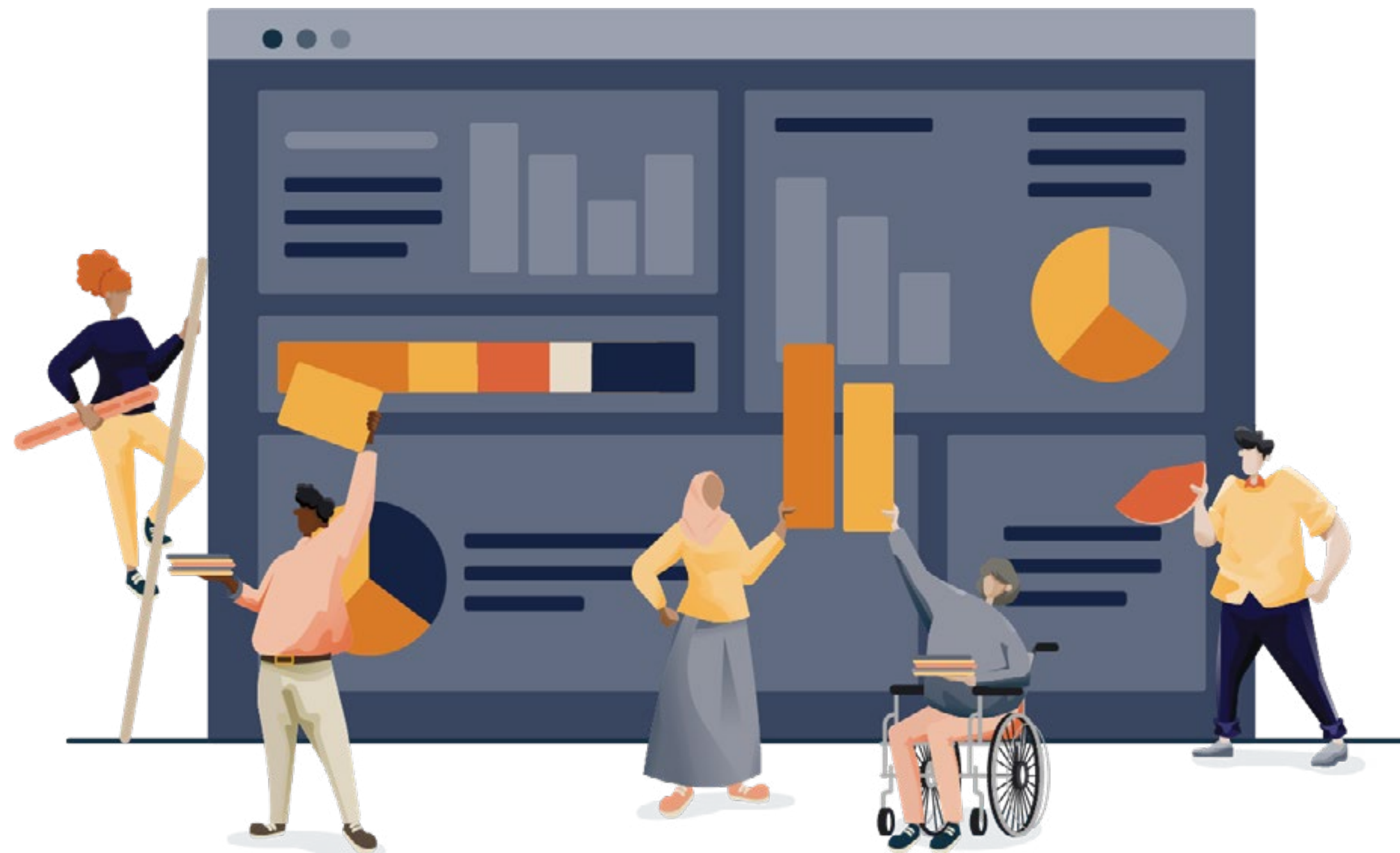




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Forward, Together

2020 challenged every organization and every individual in so many ways—and all of the various events giving rise to those challenges forced a global reckoning with diversity, inclusion, and equity in our communities and our workplaces. The COVID-19 pandemic inflicted greater harm on people of color and women, who disproportionately hold “front line” or “essential” worker roles and cannot work from home, and who still experience race- and gender-based wage inequities. The protests following the killings of George Floyd, Breonna Taylor, and too many others illuminated how much work remains to be done to overcome racial inequity in our systems and organizations. Highly charged political debate raised questions about the diversity of leaders in law and government.

Faced with these challenges, we realized early in 2020 that we must act purposefully to maintain momentum with Consilio’s D&I initiatives and accomplish our goals. So we didn’t neglect our efforts, we redoubled them. We didn’t lose our focus, we adjusted it. We questioned ourselves: How can we foster a culture of inclusion and belonging when our employees are all working from home, having no in-person contact with their colleagues, mentors, and allies? How can we keep building a pipeline of diverse talent in such an economically uncertain environment? How can we muster the time, energy, and commitment to work on D&I projects when we are stressed and anxious about a host of other things? Using our True North values—passion, vision, collaboration, agility, excellence, and people—our dedicated team built responsive solutions to answer those questions.

In this 2020 Annual Report we share how we addressed the year’s difficulties and highlight some of our successes. But although we’re proud of what we achieved in 2020, the events of the year demonstrated that there’s still significant work ahead. So even more importantly, we set out our ambitious goals for 2021. We encourage you to join our commitment to do more and better to advance diversity, inclusion, and equity in the workplace. We invite you to move forward, together.

Sincerely,
Andy Macdonald, CEO
Maureen O’Neill, Diversity & Inclusion Officer





Consilio's Diversity & Inclusion Mission Statement

We are driven to attract and encourage a diversity of backgrounds, experiences, and ideas.

We strive to foster a global, inclusive culture where our employees feel valued, trusted and empowered to better serve our clients.

We cultivate and celebrate our employees' diverse strengths.

Leading Diversity & Inclusion in Difficult Times

Diversity & Inclusion Advisory Board

Consilio's internal Diversity & Inclusion Advisory Board leads our initiatives around diversity and inclusion. The Advisory Board includes standing members drawn from the executive leadership team, along with "at large" members who serve for a period of time and then rotate off to give other employees an opportunity to participate. The members of the Board represent a cross-section of our corporate functions and geographic locations and are themselves a diverse collection of individuals. Despite the challenges of 2020, our Advisory Board continued to lead actively, determined to make progress on our D&I goals for the year. They met monthly, often inviting guest speakers from other organizations to share their experiences and help guide our efforts.

When we launched our employee affinity group program early in the year, a group of Advisory Board members volunteered to serve on a Steering Committee to spearhead the process of creating, organizing, and publicly launching each affinity group. The Steering Committee accomplished terrific work in 2020, and we highlight their achievements later in this Annual Report.

The executive team members of the Advisory Board remained unwavering in their commitment to D&I, offering their support and providing assistance with important initiatives. When Consilio announced a global work-from-home policy in March, our leadership took steps to address employees' mental and physical wellbeing in the remote workplace. They communicated with empathy, striving to make employees feel secure and supported in the stress of the pandemic, and then again when the stress level escalated in the midst of societal unrest over racial injustice. Other projects with active executive involvement over the course of the year included conducting two employee engagement surveys on D&I issues; rolling out company-wide training on unconscious bias, race bias, and gender bias; transitioning to a new, improved recruiting and hiring platform; and starting the employee affinity group program, with an executive sponsor dedicated to each group.

Consilio's Diversity & Inclusion Advisory Board



Maureen O'Neill
DIVERSITY & INCLUSION OFFICER

STANDING MEMBERS:



Andy Macdonald
CHIEF EXECUTIVE OFFICER



Meredith Kildow
CHIEF REVENUE OFFICER



Raj Chandrasekar
CHIEF OPERATING OFFICER



Brandyn Payne
CHIEF EMPLOYEE EXPERIENCE OFFICER



Adam Pollitt
PRESIDENT, EMEA

AT LARGE MEMBERS:

Danielle Brooks
HUMAN RESOURCES – US

Linda Caldwell
HUMAN RESOURCES – US

Leandreia Coates
GLOBAL SALES & MARKETING – US

James Edwell
GLOBAL SALES & MARKETING – US

Theresa Ervin
TECHNOLOGY – US

Shamus Flower
CLIENT SERVICES – US

Cecilia Fox
SSBU – US

Gopal Ganeshan
TECHNOLOGY – US

Sean Greaney
TECHNOLOGY – US

Canaan Himmelbaum
GLOBAL SALES & MARKETING – US

Farhat Jabeen
GLOBAL SALES & MARKETING – APAC

Omid Jahanbin
GLOBAL SALES & MARKETING – US

Shikha Joshi
HUMAN RESOURCES – INDIA

Samantha LaBelle
CLIENT SERVICES – UK

James MacGregor
GLOBAL SALES & MARKETING – UK

Lou Mancuso
HUMAN RESOURCES – US

Nicola Mason
HUMAN RESOURCES – UK

Johanny Olmedo
GLOBAL SALES & MARKETING – US

Michael Pontrelli
GLOBAL SALES & MARKETING – US

Aniruddha Prasanna
TECHNOLOGY – INDIA

Paul Roberts
GLOBAL SALES & MARKETING – US



Client Advisory Board on Diversity & Inclusion

Consilio also tapped into the leadership resources generously offered by our Client Advisory Board on Diversity & Inclusion. That Board includes representatives from key clients who hold positions of leadership in their organizations, and who are actively involved in D&I work.

In February of 2020, we successfully hosted our first in-person meeting of the client Board. The attendees appreciated the intimate, roundtable format for discussion of important D&I issues, as well as the opportunity to network with peers. And it seems they also enjoyed getting together to talk about something other than the ins-and-outs of eDiscovery and legal services! We came away from the meeting with a fuller understanding that doing business with people who share your values in this area is extremely satisfying and makes for strong and long-lasting relationships.

We also partnered with members of the Board on speaking engagements, exploring in particular the issue of workplace inclusion in difficult times. Finally, we expanded the size of the Board, adding new members who contributed their expertise and leadership skills. We look forward to deepening our work with the Client Advisory Board in 2021 and convening again—whether virtually or in-person—for another roundtable event.

Forward, Together

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Promoting a Culture of Inclusion

Even in “normal” times, for a global organization like Consilio—with employees scattered across multiple geographies and time zones, and many of them working remotely—it can be difficult to maintain a culture of inclusion. In 2020 it became even more challenging, when early in the year our entire workforce transitioned to working from home. With no in-person communication, no travel to meet with colleagues in different locations and functions, and with all of us stressed and distracted by the world’s events, we needed to act much more deliberately to make sure that all our employees were fully engaged, with access to opportunities and resources, and with their voices being heard.



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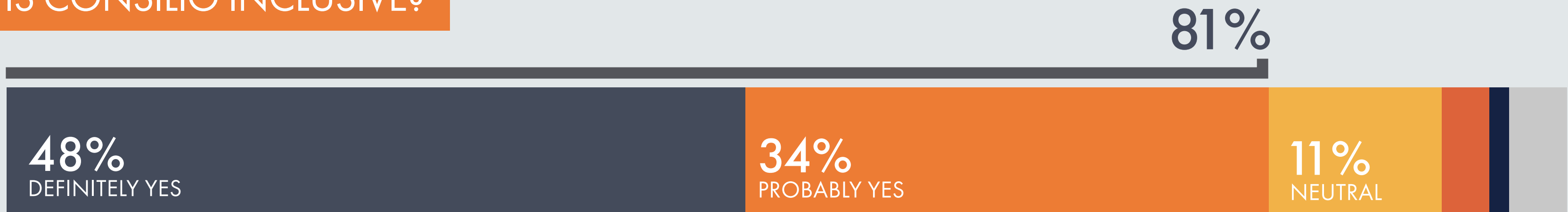
Surveying Our Employees About Inclusion

Entering 2020, we decided to survey our employees about workplace inclusion and assess their views on our culture. Using Consilio's semi-annual employee engagement survey as the platform, we added questions about inclusion.

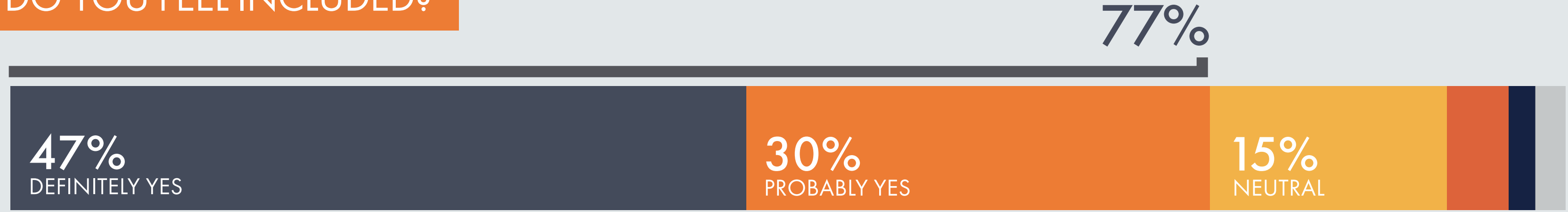
May 2020 Survey

The first survey took place in May. In this version of the survey, we asked two simple questions: Is Consilio inclusive? and Do you feel included? The survey showed that 81% of the employees responding felt that Consilio was inclusive. A decent percentage, but certainly we could do better. Interestingly, a lower percentage of respondents—only 77%—reported that they personally felt included. We called this the “inclusion gap,” and we set out to understand how we could close that gap and make all employees feel individually included.

IS CONSILIO INCLUSIVE?

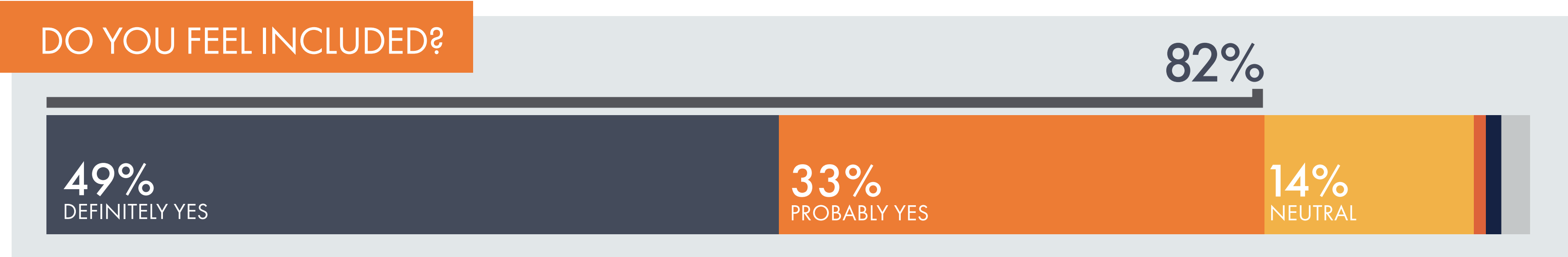
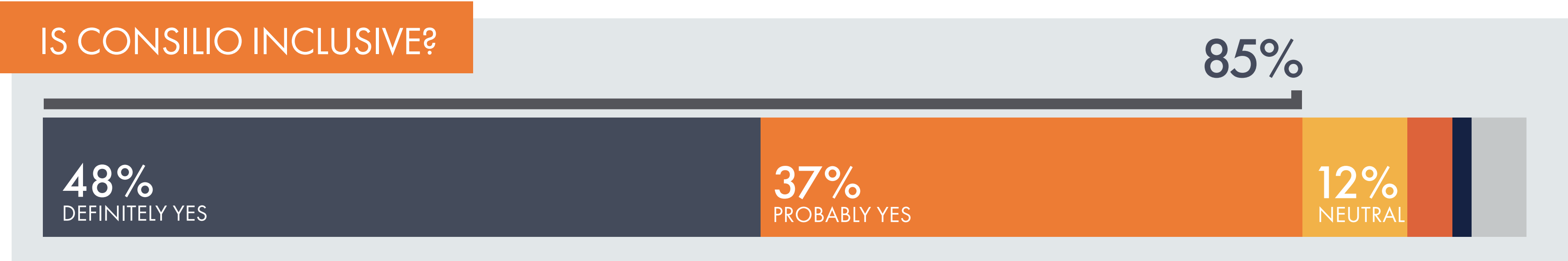


DO YOU FEEL INCLUDED?



December 2020 Survey

The second survey took place in December. In the December survey, a greater percentage of employees answered positively to both questions about inclusion—85% felt that Consilio is inclusive, and 82% felt personally included. But we still have a gap between personal inclusion and corporate inclusion, which underscores the need for further programs to address inclusivity in 2021.



In addition to the two “yes/no” questions about inclusion, in our December survey we also added the option for respondents to add free-form comments about What makes you feel included? and What doesn’t make you feel included? More than 200 employees took the time to offer comments. We are conducting a careful review of these responses to help us better understand how to promote a sense of inclusion and belonging, and to address the particular issues that create barriers to inclusivity.

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Creating Employee Affinity Groups

One of our most important D&I goals for 2020 was to create employee affinity groups, to help strengthen the sense of inclusion at Consilio and promote our diverse people. In February we formed an Affinity Group Steering Committee to guide this work, comprised of seven members of the internal Advisory Board who volunteered to take on this responsibility. The Steering Committee’s first recommendation was to survey employees to gauge their interest in particular affinity groups, and then use the results of the survey to prioritize which groups to form first. The Steering Committee also established a “start-up checklist” for our affinity groups, which reflects their research regarding best practices. This checklist sets up a structured process for defining the mission and goals of the group, creating a name, deciding on the leadership structure, setting the frequency and format of meetings and other activities, and facilitating communication and discussion among members.

Based on the employee survey results we decided to start with four affinity groups in 2020, focused on the following subjects: issues impacting Black employees, women’s issues, multi-cultural workforce issues, and health and wellness issues. When protests about racial injustice exploded in mid-2020, we decided to make our top priority the formation of our Black employee affinity group. The founding members of that group arrived at the name “Black Responsiveness Affinity Group,” with the acronym “B.R.A.G.” We spotlight the impactful work of B.R.A.G. below.



Next, we created a group for employees interested in multi-cultural issues, called “Multi-Cultural–Learning Inclusivity Teaching Equity,” or “MC-LITE.” MC-LITE established a mission of achieving “unity in diversity” by bridging cultural gaps through education, relationship building, and communication. The group strives to turn our brand of “one global practice” into the day-to-day reality for our employees across the world.

We also organized the Health & Wellness and Women’s affinity groups, which at the end of 2020 were working through the start-up process to establish their name and mission, and to make other structural decisions about the group. We’re excited about continuing momentum with those groups in 2021. We also look forward to developing more affinity groups to enhance inclusion, capitalize on our diversity, and inspire our employees to connect with each other on important issues.

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SPOTLIGHT B.R.A.G.



When our affinity group planning was underway, the United States—and our employees around the world—were impacted by the tragic deaths of Ahmaud Arbery, George Floyd, Breonna Taylor, and countless other Black Americans. These events hastened the creation of the first Consilio affinity group, aptly named the Black Responsiveness Affinity Group (“B.R.A.G.”). B.R.A.G. is co-chaired by Danielle Brooks, Leandreia Coates and James Edwell, and its Executive Sponsor is our Chief Revenue Officer, Meredith Kildow. B.R.A.G. held its inaugural meeting in June, which was attended by more than 120 Consilio employees from around the world.

The mission of B.R.A.G. is to shine a light on the injustices experienced by members of the Black community, whether social, systematic, or occupational. Through its efforts B.R.A.G. aims to Liberate, Educate, Assimilate, and Participate (“L.E.A.P.”), and the group is determined to seek “intentional progression.” Intentional progression is a term adopted by B.R.A.G. leadership to distinguish between “feel-good” actions and philosophies versus actionable and measurable goals.

In furtherance of the goal of intentional progression, in 2020 B.R.A.G. accomplished the following work:

- Assembled a multi-ethnic board of directors.
- Met every six to eight weeks and provided attendees with thought-provoking education.
- Created a game called “The Wheel of Anti-Blackness Misfortune” to educate each other about anti-Black sentiment that permeates all areas of life: in the Media, in Life at Work, in Popular Culture, and in the Criminal Justice System. The game also explores the effects of this anti-Blackness on the Black population.
- Formed an unconventional book club/course called the “Never Ending Lesson,” which meets bi-weekly. The group started with the books *The Energy Bus* and *The Black Tax*. *The Energy Bus* set the foundation for their educational adventure; *The Black Tax* was the first stop on the intentional progression tour, educating the group on the historical systemic obstacles faced by Black Americans.
- Developed a set of initiatives to make a difference at Consilio and in the legal community at large. Members of B.R.A.G. will identify and report on these initiatives throughout 2021.

B.R.A.G. is one of our greatest D&I achievements in 2020. The group’s success flows from its unconventional approach to addressing and teaching difficult but necessary information to further the mission of intentional progression. The affinity group inspired significant participation from employees of all races and backgrounds, and sparked thoughtful, emotional, frank conversations about systemic racism and its impact on every aspect of life and work. We appreciate the hard work of the B.R.A.G. leadership team and look forward to the group’s accomplishments in 2021.

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Employee Perspectives on Inclusion

As we looked back on 2020—and began to plan for 2021—we thought it could be informative to solicit perspectives on workplace inclusion from some of our diverse employees around the world. We asked what inclusivity means to them, what challenges Consilio faces in fostering inclusion, and what they as individuals hope to accomplish in 2021 to further inclusion within their sphere of influence. We appreciate their willingness to contribute their thoughts, and we’re pleased to share them here.

Taj Barcoo

Sales Operations Associate
New York, NY

IN YOUR VIEW, WHAT DOES IT MEAN FOR A WORKPLACE TO BE TRULY INCLUSIVE?

The geography of Consilio's global operations encompasses diverse people and cultures. But inclusivity does not end with an international footprint. While diversity and inclusion have overlapping philosophies, inclusion promotes the uniqueness of diversity while encouraging equitable representation in the workplace based on those differences.

WHAT ARE SOME OF THE CHALLENGES FOR CONSILIO IN ACHIEVING A CULTURE OF INCLUSION?

A challenge for all organizations—not just Consilio—is the bliss of ignorance. When there is a lack of knowledge about an issue, or when it does not directly affect us, we tend not to worry about it. Another challenge is personal beliefs. We are all entitled to believe what makes us comfortable, but the challenge appears when the desire to believe in age-old stereotypes conflicts with objective facts and data.

HOW DO YOU PLAN TO PROMOTE INCLUSION AND BELONGING AT CONSILIO IN THE COMING YEAR?

As a Director of our Black Responsiveness Affinity Group (B.R.A.G.), I fully support one of our key initiatives—intentional progression. Through educating our members about the fallacies of what it means to be a person of color, it is my hope that we will develop and execute actionable goals that provide equity within Consilio, regardless of our differences.

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James Edwell

Sr. Director, Business Development & Program Lead for Workplace Inclusion
Pittsburgh, PA

IN YOUR VIEW, WHAT DOES IT MEAN FOR A WORKPLACE TO BE TRULY INCLUSIVE?

For a workplace to be inclusive, each employee must be comfortable being his/her true authentic self. Each employee also has to feel that his/her individual contributions are desired and valued. We want employees to be comfortable sharing, expressing, and engaging so they can be totally focused. A company is at its best when every employee is complete—and an employee who can't be his/her true self at work is not complete.

WHAT ARE SOME OF THE CHALLENGES FOR CONSILIO IN ACHIEVING A CULTURE OF INCLUSION?

We should do an inclusion study to understand whether members of all demographics feel included, and if certain groups do not, why? It is important to know how people feel based upon their individual identities as well as their roles/positions in the company. Once we survey our employees in this way, we should address the identified areas of concern.

HOW DO YOU PLAN TO PROMOTE INCLUSION AND BELONGING AT CONSILIO IN THE COMING YEAR?

I am honored to have been chosen as the Program Lead for Workplace Inclusion, and I am excited about the opportunities the role presents. I hope to implement several ideas, such as expanded inclusion surveys, an inclusion campaign, and various other programs to ensure that employees are comfortable being their true selves. And I also want to be sure they have viable options if they feel that inclusion is compromised. Stay tuned.

Nicola Mason

VP International Human Resources & Program Lead for Workplace Diversity
London, UK

IN YOUR VIEW, WHAT DOES IT MEAN FOR A WORKPLACE TO BE TRULY INCLUSIVE?

I believe that a workplace is truly inclusive when it creates an environment where its people feel valued and accepted without feeling a need to conform and where everyone, regardless of their characteristics/background, is empowered to thrive. Creating an environment where people feel that they can contribute to the workplace as their authentic selves, and be valued, is critical to the success of true inclusion.

WHAT ARE SOME OF THE CHALLENGES FOR CONSILIO IN ACHIEVING A CULTURE OF INCLUSION?

The main challenge I think we have comes from the current pandemic situation, where we are working in a remote environment, which poses unique challenges in maintaining culture. But we are privileged at Consilio to have a wonderfully diverse global team who are thoughtful and adaptable, and who will remain committed to a culture of inclusion.

HOW DO YOU PLAN TO PROMOTE INCLUSION AND BELONGING AT CONSILIO IN THE COMING YEAR?

We have a D&I team who are dedicated to the success of our D&I programmes here at Consilio, and who will be instrumental in the coming year. We've achieved some great things already and will seek to build on and enhance all of our prior D&I work to ensure that inclusion and belonging is cemented as an intrinsic part of our company culture.

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Vaishnavi Prasad

Head of India Operations
Bangalore Urban, Karnataka, India

IN YOUR VIEW, WHAT DOES IT MEAN FOR A WORKPLACE TO BE TRULY INCLUSIVE?

I believe in promoting a culture of open-mindedness and celebrating differences, whether religious, cultural, ethnic, etc. These different perspectives and points of view are necessary to arrive at optimal decisions. A truly inclusive workplace creates a safe environment where everyone has an equal voice and is heard.

WHAT ARE SOME OF THE CHALLENGES FOR CONSILIO IN ACHIEVING A CULTURE OF INCLUSION?

Being fairly new to Consilio, I haven't yet witnessed our challenges around inclusiveness. But in my past experience, once we identify a barrier to inclusion, we must take a grassroots-level approach to overcoming it. Mentoring and coaching programs specifically designed to promote a culture of inclusion are especially important.

HOW DO YOU PLAN TO PROMOTE INCLUSION AND BELONGING AT CONSILIO IN THE COMING YEAR?

We have a great opportunity in India as we are setting up a new office and integrating the various functions under "One India One Consilio." Educating leaders and managers on best practices for inclusion is one of the first steps into the journey of inclusion. We also plan to create focus groups and communication channels for employees to be heard on various matters.

Celebrating the Diversity of Consilio Life



In 2020, we launched our “Consilio Life” initiative on Instagram. This effort was designed to bring employees together and foster a sense of community by allowing us to share a bit about our diverse lives outside of work. The project showcased our families, hobbies, activities, and favorite charities—as well as our pets! And it gave us the chance to show each other what our “new normal” looked like in this remarkable year. Consilio encouraged employees to try new things, by hosting virtual classes on breathing, meditation and mindful movement; a workshop on container herb gardening; and a wellness challenge.

We created a video to capture the year in Consilio Life, which you can view [here](#).

And we invite you to follow along with us on our Instagram page as we continue [Consilio Life](#) in 2021.

Supporting & Investing in Our Communities

Throughout its history Consilio has proudly supported organizations around the world that promote diversity, equity, inclusion, and justice, as well as those that provide resources for underserved members of our communities. In 2020 these organizations needed our support more than ever, and fortunately Consilio was able to continue its tradition of significant financial contributions and sponsorships. In the spirit of giving that grows even more generous in difficult times, our employees also offered up their time, energy, and personal monetary donations. Although almost all of the events this year were held virtually, we nevertheless found great satisfaction in getting together with our colleagues and members of our communities to celebrate such important causes.



These are some of the charitable and professional organizations we invested in and supported in 2020—

- Advocates for Children of New York
- AgeUK
- AnitaB.org Grace Hopper Celebration
- Atlanta Food Bank
- Breast Cancer Research Foundation
- Caritas
- CARPLS
- DC Children’s Law Center
- David Lynch Foundation
- Deutscher Kinderverein (German Children’s Association)
- Direct Relief
- Family Violence Appellate Project
- Feeding America
- Food Bank of South Jersey
- Fort Worth SPARC
- Hispanic Bar Association of New Jersey
- Hispanic Bar Association of Washington, DC
- Homeless Link
- Houston Young Lawyer’s Foundation
- Human Rights Initiative of North Texas
- Interfaith Family Services
- Law Rocks
- LawWorks UK
- Legal Outreach of New York
- Life Preservers Project
- London Legal Support Trust
- The Massachusetts Appleseed Center for Law & Justice
- Mind
- Minority Corporate Counsel Association
- National Immigrant Justice Center
- New Jersey Law and Education Empowerment Project
- ReelWorks
- Schweizerisches Rotes Kreuz (Swiss Red Cross)
- SeniorLAW Center of Philadelphia
- Stiftung Kinderdorf Pestalozzi (Pestalozzi Children’s Foundation)
- United for America
- University of Texas Center for Women in Law
- Urban Assembly School for Law & Justice
- Washington Council of Lawyers
- Women in eDiscovery
- Women’s White Collar Defense Association
- WorldServe International

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SPOTLIGHT:

Minority Corporate Counsel Association



In 2020, Consilio was pleased to support the Minority Corporate Counsel Association (MCCA) by joining as a corporate member. MCCA is committed to advancing the hiring, retention, and promotion of diverse lawyers in law departments and law firms. It is the premier source of learning, knowledge, and research on diversity and inclusion for the legal profession, providing valuable resources to enhance the power and performance of the legal community.

In our view, Consilio’s participation in MCCA is a “win-win” for both organizations. MCCA is one of the most effective groups advocating for greater diversity in the legal profession, and we’re eager to contribute our financial support to its work. But we are also excited to have access to the programming and vast library of information available to its members as we continue on our D&I journey. Although Consilio’s own legal department is relatively small, we are proud that 50% of our in-house lawyers are diverse. But as a legal services provider, Consilio also employs nearly two thousand lawyers working in various roles in our organization, and we are deeply committed to making sure those roles are filled with diverse attorneys. Also, many of our corporate and law firm clients are MCCA members, and we look forward to partnering with them—with invaluable help from MCCA—as we work to improve the diversity of the attorney ranks in our respective organizations.

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SPOTLIGHT:

Urban Assembly School for Law & Justice



The Urban Assembly School for Law & Justice (SLJ) is a small, law-themed, non-charter public high school located in downtown Brooklyn. Its mission is to prepare its students—many of whom come from underserved communities across the city and will be the first in their family to attend college—for success in college and career. SLJ believes that educating is in itself an act of social justice, and that learning can be amplified when done through the lens of the law, with a focus on analysis, critical thinking, and persistent, reasoned questioning.

In partnership with its non-profit affiliate the Adams Street Foundation, SLJ staff provide individualized programming to each student. Core components of this work include SAT prep, college tours, financial aid counseling, essay feedback, mentoring, study abroad opportunities, internships, networking with seasoned professionals, after-school learning academies, career site visits, and coaching students through the early admissions process.

Consilio is honored to join a number of its corporate and law firm clients in supporting the work of SLJ.

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Engaging with Our Communities through Social Media

Throughout the year, Consilio engaged with our communities using social media platforms to highlight important issues and events relating to diversity and inclusion. These were some of our social media campaigns from 2020—

- US Black History Month
- Women in Technology
- International Women’s Day
- Veteran’s Day
- Hispanic Heritage Month
- Giving Tuesday
- Blackout Tuesday
- National Mentoring Day
- UK Black History Month
- NHS “One on Us” Campaign
- Breast Cancer Awareness Month
- Law Day—Centennial of the 19th Amendment
- National Volunteer Week
- LGBT History Month
- #MakeSpaceforWomen Day

To stay in touch with our ongoing social media content, please follow us on Instagram, LinkedIn or Twitter.



Examining Consilio by the Numbers

According to the familiar business adage “If you can’t measure it, you can’t manage it.” Admittedly, some important aspects of a business must be managed yet cannot be measured—but not the diversity demographics of a workforce. If you cannot measure the diverse characteristics of your employees, applicants, hires, promotions, and departures, you cannot manage your performance or progress towards diversity goals.

In our 2018-19 Annual Report we revealed a significant data gap at Consilio—many of our employees had not self-identified their diverse characteristics. So we embarked on a project in 2020 to collect that missing data by encouraging employees to self-identify. We made clear that the disclosure was purely voluntary, and the information would be used only for lawful purposes and in furtherance of our diversity efforts. Our efforts were somewhat successful—we substantially increased the percentage of employees for whom we have full demographic information. But a significant segment of our workforce—more than 30% globally—still declined to self-identify one or more characteristics. In 2021 we intend to continue investigating this data gap and what we can do to close it by making employees more comfortable self-identifying.

While preparing this year’s report we identified another type of data challenge—with different legacy HR systems in different geographies, and with changes in systems during the year for some populations of employees, we have inconsistencies in our data from year-to-year and from place-to-place. Better standardization of our data collection will be a goal for us in 2021.

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Consilio's Attorney Document Reviewers

Attorneys engaged in document review in the U.S. constitute a large portion of Consilio's workforce. For this group of employees, we have a good benchmark against which to measure their diversity—the U.S. Bureau of Labor Statistics 2020 "Current Population Survey," which reports on the gender and race/ethnicity of all employed lawyers in the United States.

Race/Ethnicity

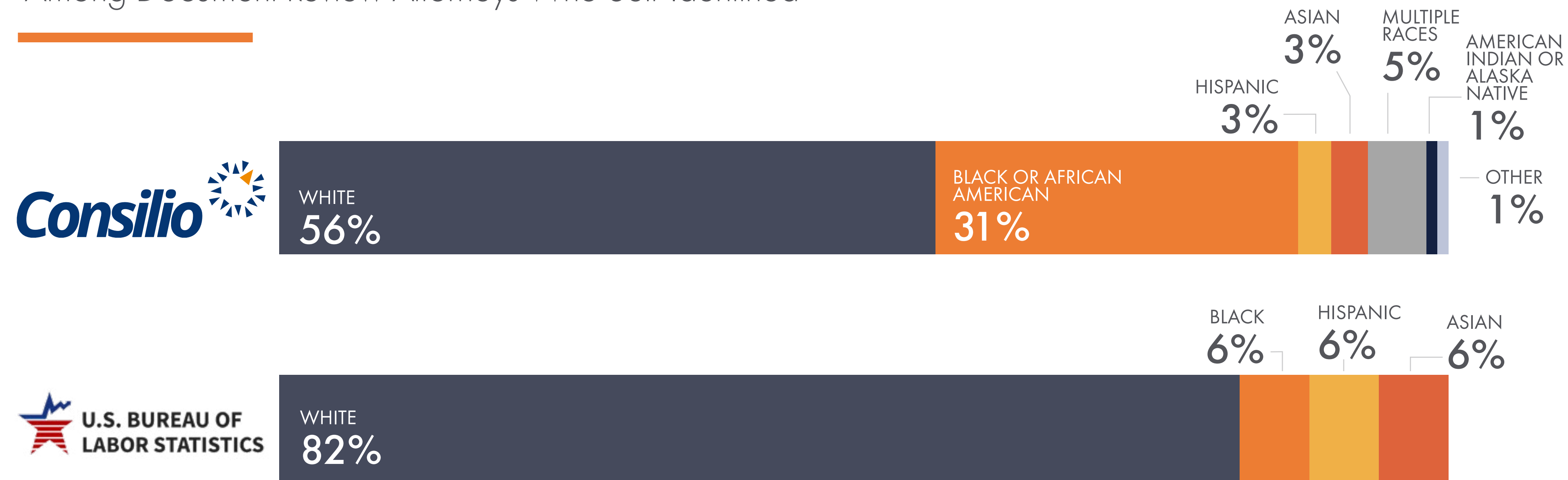
Among Document Review Attorneys Who Self-Identified



Against the BLS benchmark, our attorney document review workforce is generally more diverse than the US averages. At Consilio, 56% of our document review attorneys identify as white, while 44% identify as lawyers of color. These charts illustrate this breakdown, along with the comparison benchmark data.

Race/Ethnicity

Among Document Review Attorneys Who Self-Identified



*The race/ethnicity categories reported by the BLS are limited to white, Black or African American, Asian, and Hispanic or Latino. In Consilio's self-identification survey, we offered a wider array of choices to select.

When broken down more granularly, our attorney document reviewers are more diverse in some dimensions, but less diverse in others—

- The percentage of our attorney document reviewers who identify as Black is substantially higher than the US average.
- The percentages of our attorneys who identify as Asian or Hispanic/Latino are each slightly lower than the US averages.

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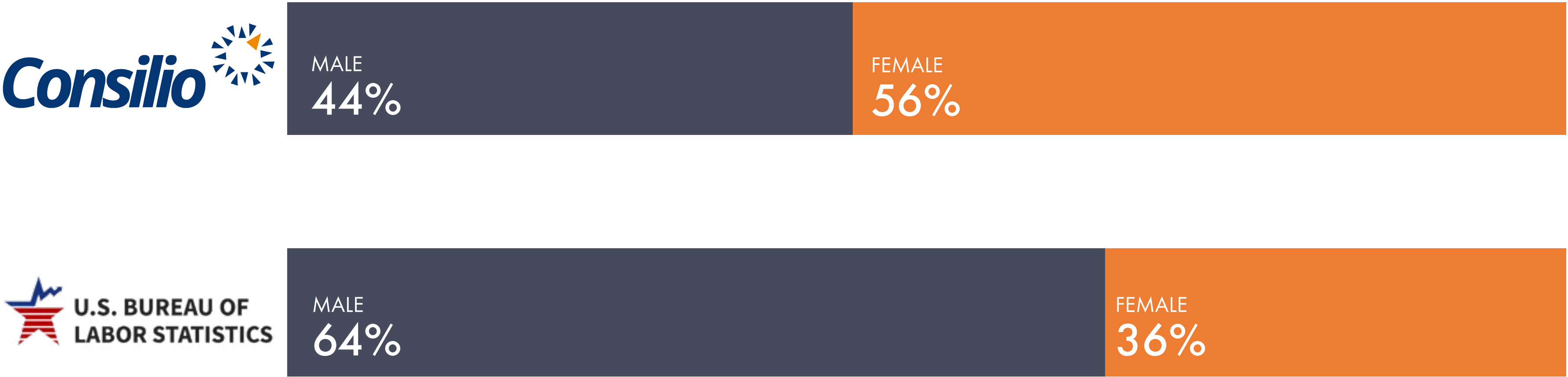
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Gender

Among Document Review Attorneys Who Self-Identified



With respect to gender, we employ a meaningfully higher percentage of female lawyers than the US average.

What do these statistics mean for Consilio as we move forward? First, we need to continue our efforts to encourage attorneys to self-identify their diverse dimensions, so we can have more confidence in our data. Second, we should investigate opportunities to recruit more attorneys in the underrepresented groups of Asian and Hispanic/Latino. Finally, we must ensure that our women and Black attorneys feel included and valued, so we can maintain our better-than-average diversity among those groups.

Consilio’s Global Workforce

With respect to the balance of Consilio’s global employee workforce, we have a much more difficult task in assessing how well we’re doing with our diversity. Our company employs a wide range of occupations: project managers, consultants, data analysts, business developers and account managers, software developers, professionals in human resources, finance, accounting, IT, and marketing, and more. And our workforce is spread across the globe, with available talent pools that look very different from place to place. So how do we identify the appropriate benchmarks against which to measure ourselves?

Unfortunately, there’s no easy answer—and it’s a work in progress for us. So, in the charts below we set out some of the available metrics about our workforce, with observations about each category. Following the common practice of many other US-based companies that operate globally, in this report we focus on data regarding US-based employees for demographics other than gender.

But it’s clear that we have much work to do in 2021 to better understand our own data, both in the US and internationally, as well as the available and relevant comparison benchmarks in all the locations where we operate. Collecting better, more complete data will not only help us understand where we stand presently but will enable us to track our progress over time. And understanding the talent pools from which we can recruit and hire will allow us not only to meet applicable benchmarks for diverse employees, but to beat them.

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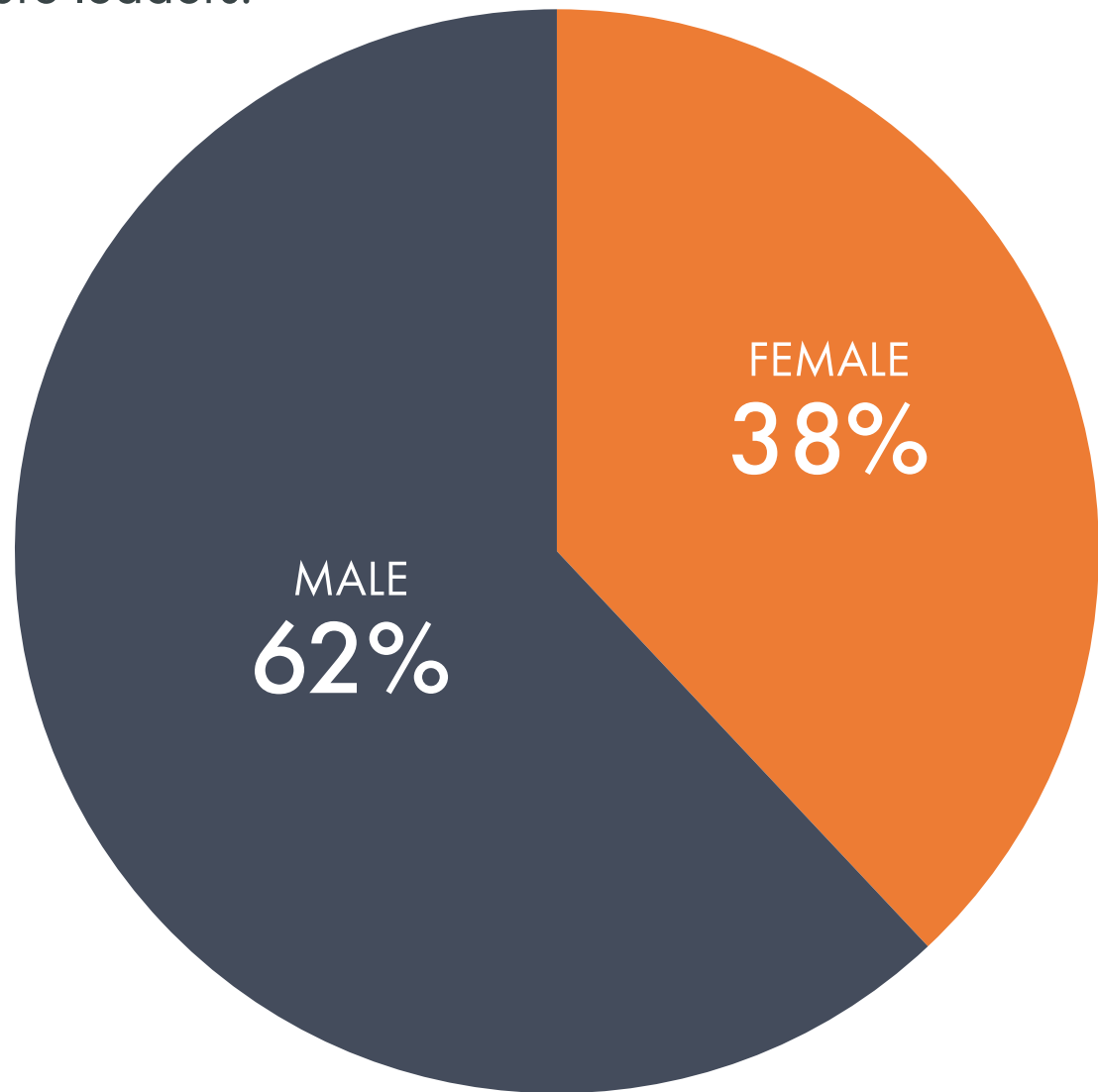
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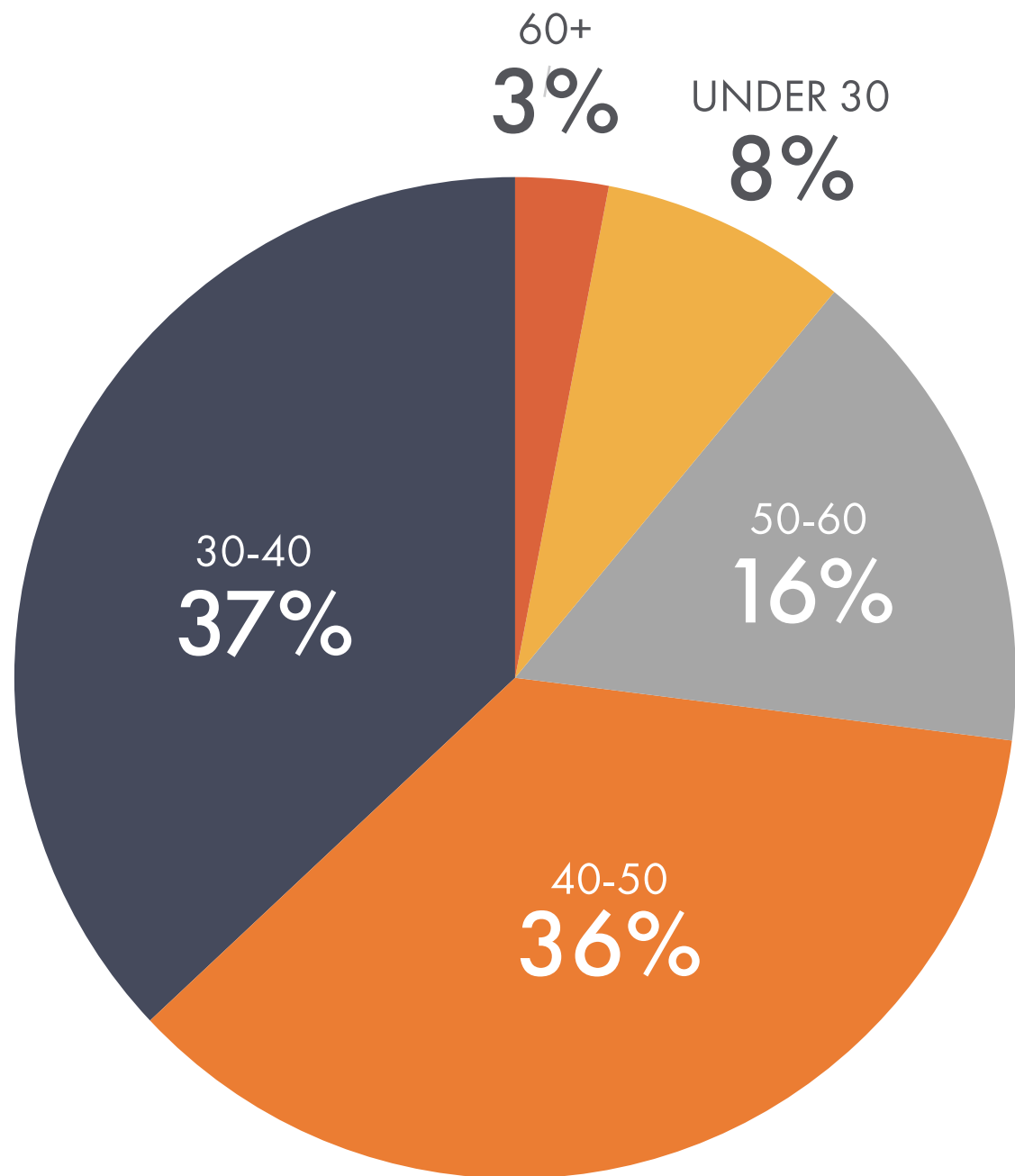
Global Employees by Gender

At Consilio globally, women make up 38% of our workforce. According to 2020 data from the World Bank, women comprise 39% of the global workforce. Of course, there are a number of occupations in which women heavily predominate, and others in which they hold a very small percentage of the jobs, so this average glosses over those differences. As we work to examine our employee data more granularly, and break down the data by function and level in the organization, we hope to present more apt comparisons. We especially want to ensure that women are appropriately represented in senior leadership, and in “pipeline” roles for future leaders.



US Employees by Age

45% of Consilio’s US workforce are “Millennials” and “Generation Z” employees—currently age 40 and under. In the overall US labor force, roughly 40% of workers are under age 40. So our employee base skews slightly younger than average. We will turn attention to ensuring that we provide opportunities throughout the organization to older workers.



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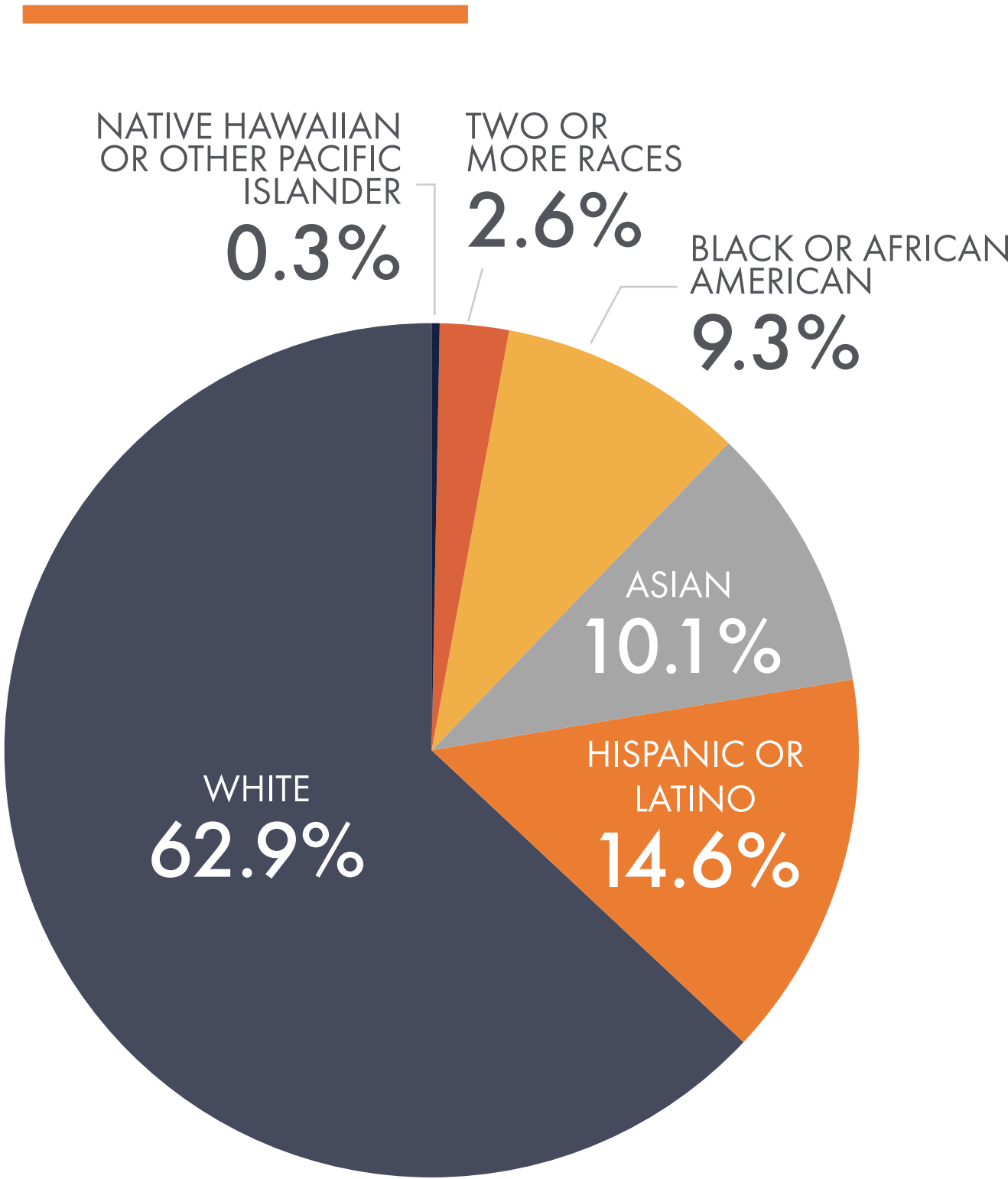
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Race/Ethnicity

Among US Employees Who Self-Identified



Among Consilio’s US workforce, 63% of our employees identify as white, while the US average is 78%. So our total percentage of employees of color—37%—is higher than the US average.

Our employees identify as Black or African American at a slightly lower percentage than average: 9.3% at Consilio vs. 12% in the US as a whole. We see similar metrics for Hispanic or Latino employees: 14.6% of Consilio employees vs. 17.6% across the US.

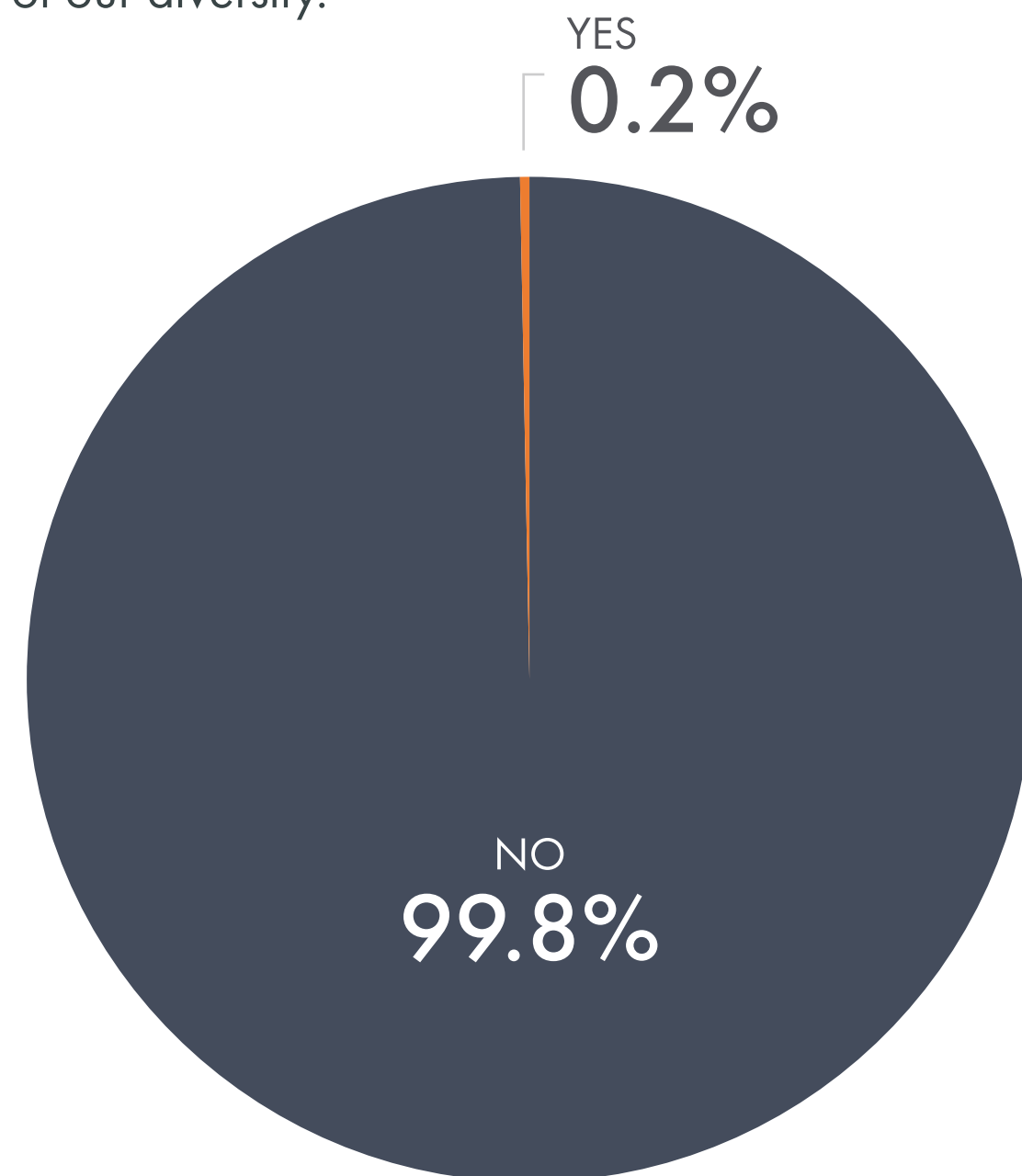
At Consilio we have a higher-than-average percentage of employees identifying as Asian, Native Hawaiian, or Pacific Islander: 10.4% at Consilio vs. 6.4% in the US workforce.

These statistics demonstrate that we likely have room to increase our representation of Black and Latinx employees. We also intend to critically examine our representation of non-white employees in senior roles. Also, because more than 20% of employees declined to identify their race or ethnicity, we will work to improve that incomplete data.

Disability Status

Among US Employees Who Self-Identified

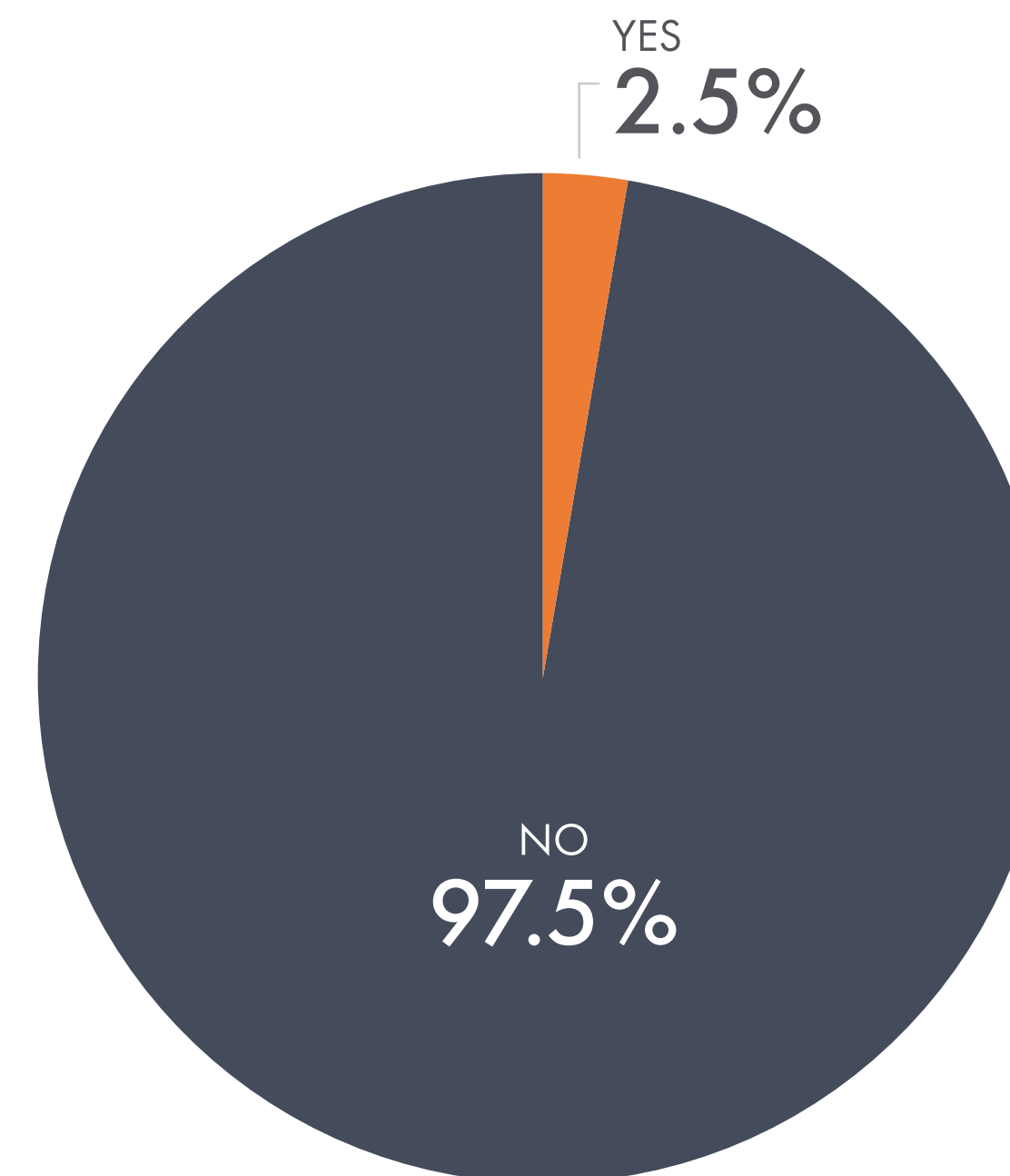
Among those who self-identified their disability status, 0.2% of Consilio's US employees identified as disabled. However, more than 20% of employees declined to self-identify on this dimension, so encouraging more disclosure will be a goal for us in 2021. In the US workforce as a whole, the most recent statistics indicate that 3.4% of all employees identified as disabled. Moving forward we will turn our focus to improving that aspect of our diversity.



Veteran Status

Among US Employees Who Self-Identified

At Consilio in the US, 2.5% of our self-identifying employees are veterans, compared to 6% in the total US workforce. As with our other demographic categories, we will attempt to gather better data about our veteran employees in the coming year. We hope to improve this metric going forward, so in 2021 we will accelerate our efforts to identify opportunities to recruit from the veteran talent pool.



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SPOTLIGHT:

Recruiting & Hiring Diverse Talent

To strengthen our recruiting and hiring process, Consilio’s HR team onboarded two new platforms in 2020. Our goals were to broaden the sources from which we recruited, thereby attracting a more diverse pool of applicants; and gain better control and visibility around the process of sourcing and hiring candidates.

One of our new platforms will improve our diversity hiring outreach, by enabling us to tap into a network of more than 15,000 community organizations to promote job opportunities and target particular groups of diverse candidates. Finding trusted, effective partners for recruiting diverse talent is critical to achieving diversity goals for hiring, and this new partnership will serve us well in that effort.

The other platform is our recruitment technology tool. This new software provides us with better abilities to manage recruiting and hiring workflows, gather metrics about the demographics of applicants, and track applicants and match them to open opportunities.

We are excited to begin 2021 with these new investments in place and look forward to leveraging their capabilities to attract and hire more diverse talent throughout the organization.

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Consilio is proud that we achieved many of our D&I goals for 2020 despite the epic difficulties of the year. As we emerge from the old year and move into the new, we do so with gratitude, respect, and awe for what our incredible community of employees can accomplish when they come together with shared values and a common purpose.

For 2021, we're energized about new opportunities and ambitious goals. We begin the year with an expanded D&I leadership structure, which we believe will enable us to reach those goals. In January we appointed Maureen O'Neill as our Diversity & Inclusion Officer. We also created two additional D&I leadership roles—a Program Lead for Workplace Diversity, Nicola Mason; and a Program Lead for Workplace Inclusion, James Edwell. And we also start 2021 with new human resources leadership, with Brandyn Payne joining us as our Chief Employee Experience Officer. Brandyn's deep experience in building and developing a talented, diverse global workforce will be instrumental in our D&I success.



We intend to maintain a heightened focus on inclusion in 2021, especially because we expect much of our workforce to remain at home for a significant portion of the year. We will continue the work of our existing affinity groups and we will form others. And we will work to find additional ways of fostering inclusion among our multi-cultural global workforce, including a multi-faceted inclusion campaign.

We also plan to increase our attention to diversity data collection, with more complete and more standardized tracking of the demographics of employees, applicants, hires, promotions, and attritions. To recognize and celebrate the world’s vast diversity of people, we intend to broaden the choices available for self-identification, to include categories such as LGBTQ+ and non-binary/non-conforming gender, as well as a more detailed way of identifying race/ethnicity. We will decide on the appropriate and available demographic benchmarks for the major functions in our company, and set stretch goals for ourselves based on those benchmarks. And we will continue our efforts to expand our recruiting, finding additional ways of sourcing diverse candidates.

In 2021 we will launch a significant new initiative around supplier diversity, with the objective of steering more of our procurement spend to diverse suppliers. We will start by analyzing our current spend. Once we have better visibility into the diversity of our existing providers, we will establish go-forward goals for the program.

Finally, we are excited about new opportunities to leverage our core competencies with technology enabled solutions and consultative services to help our clients with their diversity and inclusion efforts. Whether it’s using our Sky Analytics software to enable corporate law departments to analyze and improve the diversity of their outside counsel, deploying our AI-driven Riskcovery solution to root out potential evidence of racially or sexually inappropriate conduct, or bringing together our clients’ D&I leaders to share ideas and best practices, we’re honored to be able to contribute to our clients’ success with their D&I programs.

We appreciate the tremendous support for Consilio’s D&I program from our employees, clients, and professional colleagues, and we welcome you to join us in our continuing journey ahead.

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