



Diversity & Inclusion 2021 Annual Report



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Evolving, Together

Welcome to Consilio's 2021 Annual Report on Diversity & Inclusion, covering the third full year of our formalized D&I program.

2021 was a year of mixed emotions for us at Consilio. Like all global organizations, we continued to struggle with the Covid-19 pandemic. On more than one occasion, when the pandemic seemed to be retreating and our business operations started to return to pre-Covid norms, a surge of infections would take place or a new variant would emerge, and we'd revert back to our Covid protocols. Working through these ups-and-downs—both at work and at home—required substantial resilience on the part of our employees to stay focused on our D&I work. Also, while 2021 spared us from massive civil unrest over issues around racial injustice, we remained determined to keep working to fulfill the promises made in 2020, when issues of diversity, equity, and social justice garnered headlines daily.

But last year also brought positive, exciting developments to Consilio, which sparked transformational evolution for us as a company. We started off the year with new, expanded leadership in our D&I program and our Human Resources organization. We completed three corporate acquisitions over the course of 2021, adding more than 1,500 permanent employees and 1,100 review professionals to our workforce. As we proceeded to integrate the combined companies, we invited new colleagues to join our D&I initiatives and our internal D&I Advisory Board, tapping into their enthusiasm and passion for D&I work. We also expanded the roster of clients working with us as members of our client D&I Advisory Board, and we involved more clients as partners in our day-to-day D&I programming.

In this Annual Report we detail the many accomplishments—and a few challenges—of our D&I program in 2021. And we also look ahead to 2022, previewing some of the ways in which Consilio's D&I function will continue to evolve. As we move forward, we're thrilled to bring together the vibrant diversity of backgrounds and experiences among our expanded group of colleagues, and to work collaboratively to create a more diverse, inclusive, and equitable workplace at Consilio. Please join us in this exciting evolution.

Sincerely,

Andy Macdonald, *CEO*

Maureen O'Neill, *Diversity & Inclusion Officer*



ANDY MACDONALD

CHIEF EXECUTIVE OFFICER



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.

Expanding Our D&I Leadership

DIVERSITY & INCLUSION ADVISORY BOARD

Consilio's internal Diversity & Inclusion Advisory Board leads our company initiatives around diversity, inclusion, and equity. The Advisory Board includes five standing members drawn from the executive leadership team, along with "at large" employee members representing a cross-section of our corporate functions and geographic locations. Our Advisory Board members are a diverse collection of individuals, bringing to bear their unique perspectives. We were pleased to add more than half a dozen new employees to the Board in 2021, including representatives from our newly acquired companies.

At the beginning of 2021 we created two new leadership roles on our Advisory Board to help develop and guide our programming. Our Program Lead for Workplace Diversity focused on the quantitative aspects of diversity at Consilio, including the collection, analysis, and reporting of workplace diversity metrics. Our Program Lead for Workplace Inclusion focused on the qualitative aspects of the employee experience, creating programs designed to foster a more inclusive environment for all our employees.

Our Advisory Board met monthly throughout 2021. Some meetings included guest speakers to help educate us on an important topic related to D&I, while some meetings focused on ideating and planning new initiatives.

Our Employee Affinity Group Steering Committee continued to support our Affinity Groups. Members of the Steering Committee helped our existing EAGs with membership outreach and program development, and they guided new groups through the process of creating, organizing, and launching the EAG.

▶ **Our Advisory Board members are a diverse collection of individuals, bringing to bear their unique perspectives.**

Consilio's Diversity & Inclusion Advisory Board



MAUREEN O'NEILL
DIVERSITY & INCLUSION OFFICER



JAMES EDWELL
DIVERSITY & INCLUSION LEAD



EFFIE SAHIHI
DIVERSITY & INCLUSION LEAD

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

John Auterman
CLIENT SERVICES - US

Nick James
CLIENT SERVICES - US

Danielle Brooks
GLOBAL SALES & MARKETING - US

Shikha Joshi
HUMAN RESOURCES - INDIA

Linda Caldwell
HUMAN RESOURCES - US

Matt Knouff
GLOBAL SALES & MARKETING - US

Bill Cleaver
GLOBAL SALES & MARKETING - US

Kamaka Martin
CLIENT SERVICES - US

Leandreia Coates
GLOBAL SALES & MARKETING - US

Lou Mancuso
HUMAN RESOURCES - US

Theresa Ervin
TECHNOLOGY - US

Dennis McKinnie
GLOBAL SALES & MARKETING - US

Shamus Flower
CLIENT SERVICES - US

Matt Morocco
GLOBAL SALES & MARKETING - US

Cecilia Fox
SSBU - US

James Morrey-Jones
CLIENT SERVICES - UK

Jane Funk
GLOBAL SALES & MARKETING - US

Johanny Olmedo
GLOBAL SALES & MARKETING - US

Gopal Ganeshan
TECHNOLOGY - US

Michael Pontrelli
GLOBAL SALES & MARKETING - US

Sean Greaney
TECHNOLOGY - US

Aniruddha Prasanna
TECHNOLOGY - INDIA

Dina Hetherington
CLIENT SERVICES - UK

Lamine Reese
ENTERPRISE LEGAL SOLUTIONS - US

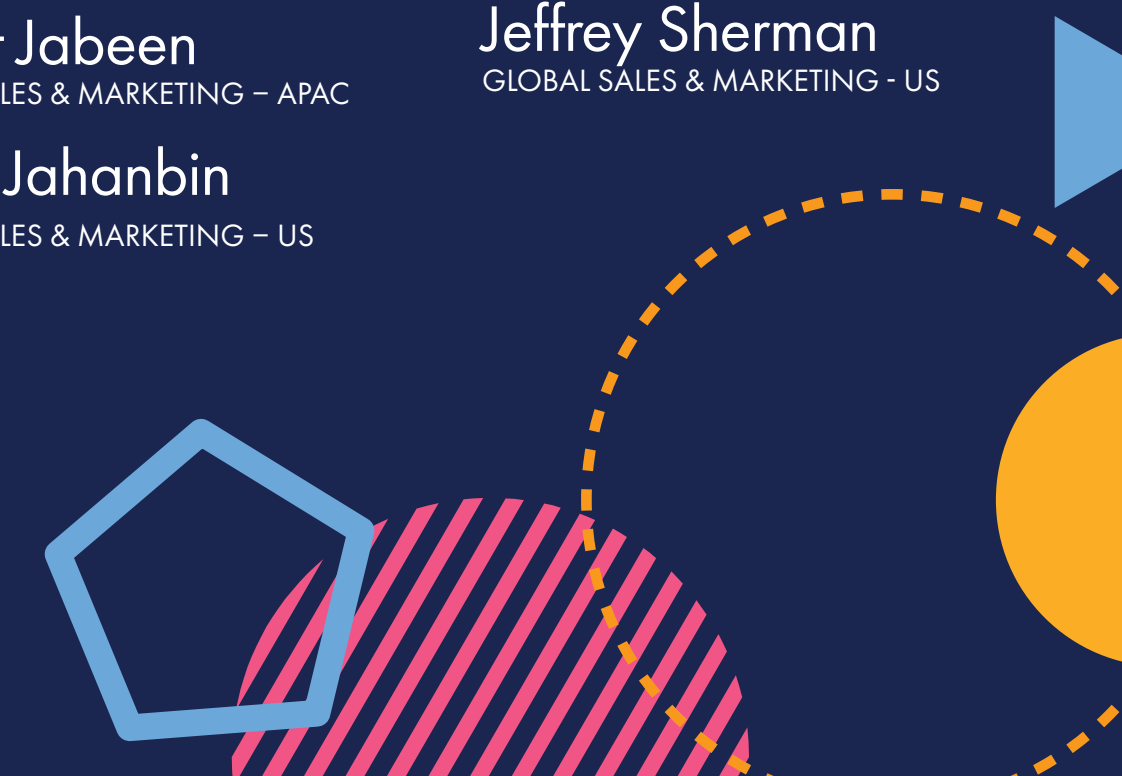
Canaan Himmelbaum
GLOBAL SALES & MARKETING - US

Paul Roberts
ENTERPRISE LEGAL SOLUTIONS - US

Farhat Jabeen
GLOBAL SALES & MARKETING - APAC

Jeffrey Sherman
GLOBAL SALES & MARKETING - US

Omid Jahanbin
GLOBAL SALES & MARKETING - US





CLIENT ADVISORY BOARD ON DIVERSITY & INCLUSION

Consilio continued to benefit from the feedback and guidance generously offered by our Client Advisory Board on Diversity & Inclusion. That Board includes representatives from corporate and law firm clients who hold positions of leadership in their organizations, and who are actively involved in D&I work.

In 2022 we added several new clients to the Board, bringing our roster to 13 members. We held three Advisory Board meetings during the year, and although the pandemic required us to gather virtually, we still found these roundtable meetings to be educational, productive, and inspiring. Our team came away from these events with ideas for new programs at Consilio, and advice for improving our existing efforts. We're excited to get to work on these initiatives in 2022, and we look forward to meeting again regularly with our Advisory Board in the upcoming year.

Embracing Our Diversity

STRENGTHENING OUR EMPLOYEE AFFINITY GROUP (EAG) NETWORK

We entered 2021 with three established Employee Affinity Groups: B.R.A.G. (Black Responsiveness Affinity Group), MC-LITE (Multi-Cultural – Learning Inclusivity Teaching Equity), and Wellness@Consilio. These groups started the year with well-defined leadership structures and agendas for substantive programming. A fourth group -- our Women's Affinity Group -- came together in late 2020, and started the year with plans for developing the group's mission and objectives.

In June we launched our LGBTQIA+ group "Pride@Consilio." According to its mission statement—

The LGBTQIA+ Affinity Group strives to create and maintain a welcoming, safe, and equitable work environment for our LGBTQIA+ colleagues at Consilio. With the help and support of our non-LGBTQIA+ allies, we will build an inclusive community that respects our multiple, intersecting identities and histories, and values the diverse perspectives of all LGBTQIA+ groups. We will work to connect, retain, and sustain the top LGBTQIA+ talent in our industry. And we will do our best to ensure that no one at Consilio feels alone or excluded because of who they are or who they love.



In October we formed "BossUp," an Affinity Group focused on helping professionals navigate the corporate world. BossUp's mission is to "build a support system for career minded people that informs, engages, encourages, aids and uplifts individuals on this path."



Throughout the year, all six of our Employee Affinity Groups offered a mix of impactful programming. Some of the programs were educational and even challenging; some of them were fun and playful; but all of them were thoughtful and engaging.

In 2022, we look forward to providing continued support, training, and resources for our EAGs. We hope to further mature this important program, which brings together employees around the world in an inclusive, supportive environment.



SERVING OUR CLIENTS

At Consilio, we firmly believe that attracting and retaining a diverse employee base is imperative for us to best serve our clients. Diverse and inclusive teams are more creative and innovative, more effectively solve problems and make decisions, bring a deeper sense of engagement and respect, and more fully leverage each team member's skills and talents.

Given how important it is for Consilio to deliver the benefits of diverse staffing to our clients, we launched a program in 2021 to provide interested clients with diversity metrics for the specific teams assigned to their matters. Several of our clients asked to participate in this new reporting initiative, and we hope to roll out these diversity reports to even more clients in 2022.

To further explore the importance of diversity in delivering outstanding client service at Consilio, we asked employees from different functions of the business to share their thoughts on this issue. We asked each employee:

"In your experience, how does a diverse Consilio team better serve our clients?"



MICHAEL PONTRELLI

MANAGING DIRECTOR,
GLOBAL STRATEGIC CLIENT EXPERIENCE

I believe a diverse Consilio team feels **empowered and supported**, which directly and positively impacts the overall client experience. **Inclusivity yields engagement** and motivation, which leads to creativity, innovation, and problem solving. Consilio's Client Experience Leadership Council is just one example of **successfully bringing together a diverse group** of employees to exchange ideas, share perspectives, and **advocate change**. That variety of ideas and perspectives creates a **well-rounded and impactful experience** for both our employees and clients.



THERESA ERVIN

DEVELOPMENT DIRECTOR,
CORPORATE SYSTEMS

I truly believe that building a diverse team results in having **empathy for a larger, diverse client base**. By having more empathy, we are better listeners who understand a wider range of challenges. Being diverse also provides a **broader pool of ideas and solutions** to challenges, which helps us work faster towards providing **higher client satisfaction**.



ANIRUDDHA PRASANNA

DIRECTOR, INFORMATION SECURITY

Information Security is a vibrant and dynamic field that is **ever changing**, especially when it comes to threats or potential attacks. These threats are so different from one another—they **do not come from one background**, and they originate from various parts of the world. We can't defend against them by having one way of thought or approach, we need different perspectives to **think and act differently**. Diversity and inclusion can help defend Consilio and its clients from a wider range of information security threats by enhancing creativity, fostering out-of-the-box thinking, and creating an avenue for different skills on the table. The more varied the experiences and thinking of our people, **the better the results**.



JANE FUNK
VICE PRESIDENT,
BUSINESS DEVELOPMENT

Diversity within our organization **effectuates inventive and resourceful** results for our clients. Each of our clients' needs are unique. Those unique needs require **exceptional solutions**. The diverse composition of our teams allows for a **myriad of perspectives, experiences, observations, and actions** to converge into a tailored and thoughtful solution. Our diverse culture allows us to walk into any room and **feel empowered** to deliver the best results for our clients.



KATIE CURIEL
VICE PRESIDENT,
BUSINESS DEVELOPMENT

Based on my personal experiences as a Latina lawyer, I believe the answer lies in **understanding the experiences** of diverse lawyers in our industry and increasing inclusion as they move toward the needs and expectations of our clients. Diverse and inclusive organizations reflect their clients, especially in the technology space that merges with the legal industry in Consilio's business. **Diversity strengthens** the client base, provides support for innovation, and boosts efficiency by leveraging workflows of a resourceful group. Diversity in gender, age, race, and other characteristics **improves approaches, strategy, and creativity** by revealing ideas that previously were not considered or overlooked. We can better serve our clients with cutting edge solutions when we embrace diversity and those fresh new ideas.



LAMINE REESE
DIRECTOR, ENTERPRISE LEGAL SOLUTIONS

As our clients have increasingly prioritized D&I initiatives, it's vital that we as a company also **demonstrate our commitment to D&I** through the teams we assemble to meet our clients' needs. This priority is not only reflected by the diversity in our client-facing delivery teams, but in the teams of **diverse professionals** who are performing critical work behind the scenes on our clients' behalf. Through this approach, we are creating a **collaborative bond** with our clients that represents our shared vision of highest quality work being performed by a **diverse and inclusive workforce**.

▶ **Having effective allies in the workplace is critical to creating an inclusive culture that encourages the exploration and acceptance of diverse perspectives.**

CELEBRATING OUR DIFFERENCES

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

Consilio is a proud signatory to the CEO Action for Diversity & Inclusion [pledge](#). CEO Action encourages all of its participating organizations to host a “[Day of Understanding](#),” which is a day set aside for employees to engage in candid conversations that cultivate understanding and bring people together.

In 2021, Consilio decided to focus our Day of Understanding on allyship. Having effective allies in the workplace is critical to creating an inclusive culture that encourages the exploration and acceptance of diverse perspectives. We provided our global employee base with educational materials about allyship, including a one-page guide with “[10 Tips for Being a Better Ally](#).” We encouraged our business leaders to initiate discussions with their teams about allyship, and we designated several “Ally Champions” to serve as resources for anyone who wanted to learn more.

Another way we encouraged our employees to celebrate what makes them unique is through our “Free2Be” campaign. Hosted on our [LinkedIn](#) and Consilio Life [Instagram](#) pages, Free2Be invites employees to share how another employee—or group of employees—allows them the freedom to bring their best, authentic selves to work. We launched Free2Be at the end of 2021, with our first feature highlighting the inclusive culture cultivated by our CEO Andy Macdonald. We’re looking forward to more Free2Be stories throughout 2022, and we encourage you to follow along.

people

Andy Macdonald has helped me feel **FREE TO DO** *great (team) work.* Andy's leadership has **cultivated a great culture** here at Consilio where being friendly, working hard (and smart), and serving the collective mission can lead to **personal and professional growth.**

ANDY MACDONALD
CEO

OMID JAHANBIN
VP GLOBAL MARKETING

people

Cecilia Fox, Esq.
Senior Client Success Manager

Pete Feinberg allows me to feel **FREE TO BE** *a voice for progress.*

PETE FEINBERG
SENIOR VICE PRESIDENT, SSBU

Consilio



DEVELOPING DIVERSE TALENT

We recognize that Consilio's ability to retain and promote our diverse talent requires us to strengthen our focus on employee training and development. In 2021, we created two new programs that we hope will enable us to accomplish that goal.



First, we launched our inaugural "Consilio Leadership Academy," which kicked off in December with a class of 26 employees. The purpose of the Leadership Academy is to identify and develop our high-potential talent, helping them prepare for leadership roles in the company. The Leadership Academy consists of a 10-month program that includes individual and group coaching, training courses, personal assessments, and strategic initiative project work. One of the key goals of the Leadership Academy is to improve the diversity in our leadership pipeline. As we go forward with the program, we will be monitoring and measuring our progress against that goal.

We also created a structured training program for document review employees interested in advancing their careers with Consilio. The program is open to any document reviewer with satisfactory work quality, and who has at least one year of document review experience, either at Consilio or another company. The focus of the training is to prepare these reviewers for roles as a Review Team Lead or a Quality Assurance Reviewer, which are the stepping-stones for hiring into permanent employment with Consilio's Review Solutions organization. We intend to continue this successful training program in 2022, and leverage the program to further develop a pipeline of diverse document review talent.



Supporting & Investing in Our Communities

Throughout its history, Consilio has proudly supported organizations that promote diversity, equity, inclusion, and justice, as well as those that provide resources for underserved members of our communities. In 2021, Consilio continued its tradition of significant financial contributions and sponsorships. In addition to our corporate support, Consilio's employees also offered up their time, energy, and personal monetary donations.

These are some of the charitable and professional organizations we invested in and supported in 2021—

- Advocates for Children of New York
- Affirmations Lesbian Gay Community Center
- AgeUK
- American Bar Association Professional Success Summit
- AnitaB.org Grace Hopper Celebration
- Asian American Bar Association of New York
- Atlanta Bar Association
- Atlanta Legal Aid
- Attorneys Serving the Community
- Black Girls CODE (see spotlight below)
- CARPLS
- Chicago Bar Foundation
- Council on Legal Education Opportunity
- DC Children's Law Center
- Day One Voices Against Violence
- Direct Relief
- The Family Center Brooklyn
- Feeding America
- Food Bank of South Jersey (see spotlight below)
- Georgia Association of Women Lawyers (GAWL)
- Greater Cincinnati Minority Counsel Program
- Hispanic Bar Association of New Jersey
- Houston Young Lawyer's Foundation
- Interfaith Family Services
- JPMC Racial Equity Supply Chain Grant Program (see spotlight below)
- Lambda Legal
- Lawyers' Association for Women
- Life Preservers Project
- Manhattan Legal Services NYC
- The Massachusetts Appleseed Center for Law & Justice
- Mind UK
- Minority Corporate Counsel Association
- Minority In-House Counsel Association
- Napier Looby Bar Association
- Nashville Legal Aid
- National Association of Women Lawyers
- National Immigrant Justice Center
- New Jersey Law and Education Empowerment Project
- NHS Charities Together
- Olean Food Pantry
- Our Military Kids
- Prep for Prep
- Second Harvest Food Bank
- SeniorLAW Center of Philadelphia
- Stonewall Bar Association
- Tennessee Justice Center
- Tennessee Lawyers' Association for Women
- Thistle Farms
- Urban Assembly School for Law & Justice
- Vogel Alcove
- i
- Washington Lawyers' Committee for Civil Rights and Urban Affairs
- Women's Bar Association
- Women, Diversity & Change Summit
- Women in eDiscovery
- Women in Law Summit
- Women Leaders Forum
- Women's White Collar Defense Association

SPOTLIGHT: JPMC Racial Equity Supply Chain Grant Program



Black and Hispanic suppliers, like many small businesses, can sometimes find it cost-prohibitive to meet the due diligence requirements of larger corporations, such as cybersecurity, insurance, and bonding. Satisfying these requirements can cost a typical small business somewhere between \$100,000 and \$500,000, creating a very real barrier to entry for significant procurement opportunities.

Consilio's client JPMorgan Chase & Co. observed this challenge directly within its supply chain, and indirectly with its partners—it found that otherwise qualified Black and Hispanic suppliers were missing opportunities due to the high cost of compliance. As a solution to this problem, JPMC created a first-of-its-kind Racial Equity Supply Chain Grant Program. In this program, JPMC solicits monetary contributions from its suppliers and matches those contributions dollar for dollar. In turn, the program will disburse these funds in the form of recoverable grants to qualified and vetted Black and Hispanic suppliers. Consilio is a proud supporter of the Racial Equity Supply Chain Grant program.

More information about JPMC's \$30 billion commitment to programs aimed at addressing racial inequities, including support for minority-owned businesses, can be found here: <https://www.jpmorganchase.com/impact/racialequity>.

SPOTLIGHT: Food Bank of South Jersey

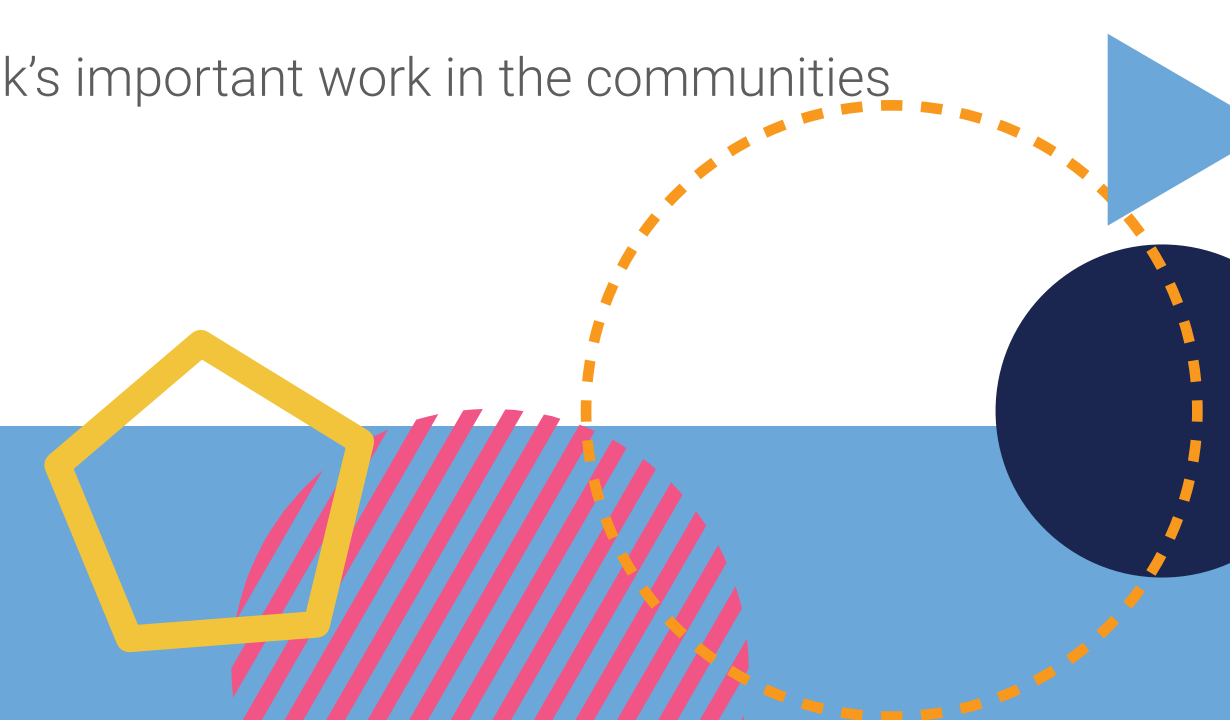


For the last two years, members of B.R.A.G., Consilio's Black employee affinity group, have organized a fundraising drive during the winter holiday season to support the Food Bank of South Jersey.

Founded in 1985 by 13 individuals with the belief that no one should go hungry, the Food Bank of South Jersey's mission was birthed. The Food Bank exists to provide an immediate solution to the urgent problem of hunger by providing food to people in need, teaching them to eat nutritiously, and helping them to find sustainable ways to improve their lives. This simple grassroots vision has stood the test of time to become a trusted beacon of hope feeding hundreds of thousands of food-insecure residents and renewing their faith in the kindness of humanity.

Through innovation and smart hunger-relief programming, the Food Bank has distributed more than 150 million pounds of food, served more than one million fresh, nutritious meals to vulnerable children, and provided tens of thousands of food boxes filled with healthy groceries to seniors. In 2021, Consilio employees donated enough funds to the Food Bank to provide 15,000 meals.

Click here for additional information about the Food Bank's important work in the communities it serves: <https://foodbanksj.org/>



SPOTLIGHT: Black Girls CODE



The ongoing “digital divide” continues to prevent historically underserved communities from achieving equal access to technology resources and STEM education. Seeking to help close this gap, Legility—now part of Consilio—was proud to support Black Girls CODE in 2021.

Black Girls CODE builds pathways for young women of color to embrace the current tech marketplace as builders and creators, by introducing them to skills in computer programming and technology.

The organization believes that radical action is needed if we are to close the opportunity gap for Black women and girls, and so it seeks to lead a global movement to establish equal representation in the tech sector. Black Girls CODE is devoted to showing the world that Black girls can code and do so much more. By 2040 Black Girls CODE aims to train 1 million girls between the ages of 7 and 17 to lead, innovate, and create in science, tech, engineering, and math.

Learn more about the technology divide and how Black Girls CODE is closing the gap: <https://www.blackgirlscode.com/>





CONNECTING WITH OUR COMMUNITIES THROUGH SOCIAL MEDIA

Throughout the year, Consilio found creative ways to connect with our communities on social media platforms, and highlight important issues and events relating to diversity, equity, and inclusion. Some of our social media campaigns from 2021 included—

- Martin Luther King Jr. Day
- Go Red for Women Day
- Black History Month (US and UK)
- Native American Heritage Month
- Women in Technology
- Women’s History Month
- International Women’s Day
- Veteran’s Day
- Hispanic Heritage Month
- Giving Tuesday
- National Mentoring Day
- Breast Cancer Awareness Month
- Law Day—Centennial of the 19th Amendment
- National Volunteer Week
- LGBTQ+ History Month
- Mothering Sunday
- Asian Pacific American Heritage Month
- Mother’s Day
- Pride Month
- Father’s Day
- Parents’ Day
- Paralympics

To stay in touch with our ongoing social media content, please follow us on [LinkedIn](#) or [Twitter](#).

EXPANDING OPPORTUNITIES FOR DIVERSE-OWNED BUSINESSES

Consilio also sought to make a positive impact on diversity and equity in our business community by forming a Supplier Diversity program. The goal of this program is to procure more of Consilio's supplies and services from companies owned by minorities, women, and other traditionally underrepresented demographics such as veterans and disabled persons. Ultimately, we'll be able to quantify our spend with diverse-owned businesses and set targets for increasing that spend year-over-year.

In 2021, we laid the foundation for this new Supplier Diversity program. Candidly, we didn't make as much progress as we had hoped. Not long after getting started, we discovered that Consilio's historically decentralized procurement process, combined with the addition of a host of new suppliers through our corporate integrations, requires us to complete a manual, time-consuming effort to identify all our suppliers and collect information about their ownership and Consilio's purchase history. However, we remain committed to this initiative, and will devote the resources necessary to finish that work in 2022.

Also, as we continue to integrate the business functions of our acquired companies, we will have multiple opportunities to find new, diverse suppliers when historic supplier contracts with various legacy companies expire in the coming year. We intend to focus on those contract expirations as ready opportunities to increase our spend with diverse-owned businesses.

▶ **Ultimately,
we'll be able
to quantify
our spend with
diverse-owned
businesses and
set targets for
increasing that
spend year-
over-year.**

Measuring Diversity at Consilio

Entering 2021, we established two primary goals with respect to our diversity metrics.


Our first goal was to increase the percentage of our employees who self-identified their diversity data, to give us a more complete picture of our workforce.

Among our permanent employee population, substantially more individuals self-identified their demographics. **We now have gender data on virtually 100% of our employees globally.** In our US workforce, **87% of employees have self-identified their race/ethnicity information**, up from 79% last year. However, we still have significant gaps in our data about disability and veteran status: only 47% of US employees disclosed whether they identify as disabled, and 49% provided their veteran status. One reason we have fewer data points on these demographics is that not all of our acquired companies collected this information; we plan to promote further self-identification, especially among our new colleagues, throughout 2022.


With regard to our contingent document review population, our efforts to encourage more self-identification yielded some additional information, but we still have much work ahead. **While we have gender information about almost 100% of these employees, only 13% of the document review employees in the US self-identified their race/ethnicity.** We have very little data regarding disability and veteran status, but have only recently begun to collect that information. In 2022 we will continue to brainstorm with our business leaders to find new, creative ways of reaching out to these employees and educating them on the need to collect this data.

Our second goal was to develop more sophisticated analyses of our diversity data, to enable us to identify opportunities to improve.

Over the course of the year, we were successfully able to analyze our metrics more granularly, looking at diversity by level in the company and by major function. We also were able to examine hiring and promotions and the impact of those employment decisions on the representation of women and employees of color in the workforce. **The results of those analyses are described in more detail below.** Following the common practice of many other US-based companies that operate globally, we report our gender demographics across the global workforce, but for other demographics we focus on data regarding US-based employees.



▶ **We now have gender data on virtually 100% of our employees globally. In our US workforce, 87% of employees have self-identified their race/ethnicity information, up from 79% last year.**



Our third goal was to integrate the multiple sets of new Human Resources data into Consilio's legacy software system, and then normalize the data to enable us to extend our diversity analyses to our newly combined workforce.

The three corporate acquisitions Consilio completed in 2021 created a significant additional goal for us. By the end of 2021 we had met that goal, which was a major accomplishment reflecting tremendous effort by our Human Resources team. Thanks to their great work, **we're able to present data in this Report for employees across all legacy companies**. The information isn't perfect, and there are still some data fields that haven't been brought over into the consolidated system, but the presentations in this Report reflect a good faith effort to analyze our full, integrated workforce.

CONSILIO'S 2021 EXECUTIVE LEADERSHIP TEAM

Consilio firmly believes that our commitment to diversity and inclusion must be reflected in the highest levels of our organization. Among our Executive Leadership Team in 2021, three of the eight-person team identify as diverse in some way—two women and one Asian man.



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



TIM YOST
CHIEF FINANCIAL OFFICER



MICHAEL FLANAGAN
GENERAL COUNSEL



MOHAMED ALSINAWI
SENIOR VICE PRESIDENT,
STRATEGIC INITIATIVES



▶ **At the end of 2021, men represented 63% of our global employee base, while women comprised 37%.**

CONSILIO'S PERMANENT EMPLOYEE WORKFORCE

Consilio employs a wide range of occupations in its workforce of permanent employees: project managers, consultants, document review managers, data analysts, business developers and account managers, software developers, and professionals in human resources, finance, accounting, IT, and marketing. And our workforce is spread across the globe, with available talent pools that look very different from place to place. So identifying appropriate demographic benchmarks against which to measure ourselves is difficult. Nevertheless, we've tried to take a meaningful look at the available metrics about our workforce, with observations about where and how we can improve our diversity.

GENDER AT CONSILIO

At the end of 2021, men represented 63% of our global employee base, while women comprised 37%.



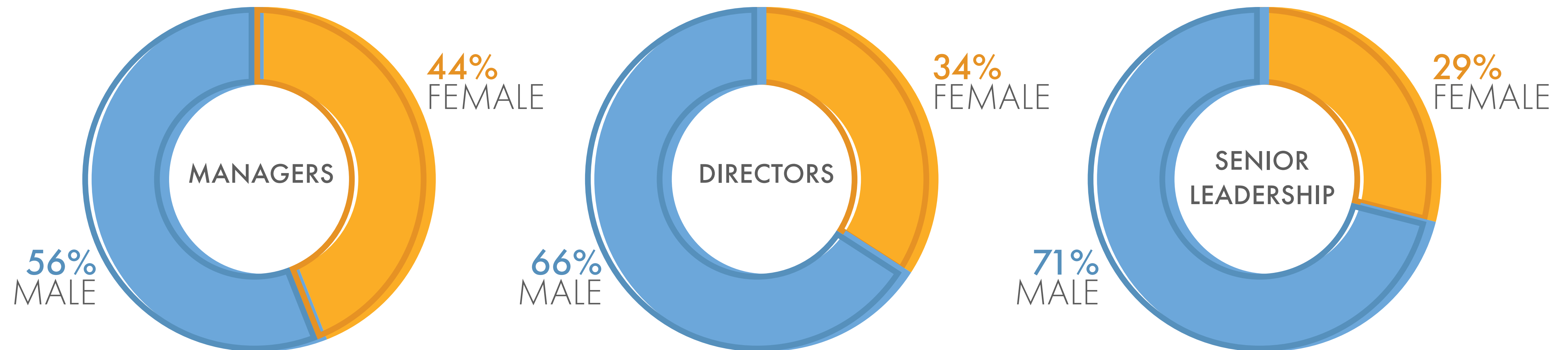
According to this metric, female representation across the entire company is down one percent as compared to last year. Given that we had hoped to increase—not decrease—the proportion of female employees at Consilio, we probed into the reasons for this lower percentage of women in our workforce.

First, the decrease is a result of voluntary attrition—women left Consilio at a higher rate as compared to men. Women comprised 45% of voluntary departures in 2021, seven percentage points higher than their representation in the workforce. (We saw a similar trend in 2020—women made up 47% of voluntary departures that year.) Second, we were unable to make up for the disproportionate departures through hiring—women comprised only 36% of new hires in 2021.

These trends are likely driven by forces related to the Covid-19 pandemic. What we experienced at Consilio, unfortunately, is consistent with the broader global economy: significantly more women than men left the workforce in 2020 and 2021. Women have accounted for nearly 56% of workforce exits since the start of the pandemic, despite making up just 48% of the workforce.¹ Women shouldered a disproportionate burden of household labor during the pandemic, including childcare and caretaking for sick and elderly family members, prompting many to leave the workforce or work fewer hours. In fact, female workforce participation has dropped to 57%—the lowest level since 1988.² Experts estimate that employment for women may not recover to pre-pandemic levels until 2024—two full years after a recovery for men.

So how can we reverse this trend, and attract more women to employment at Consilio? **We are taking a critical look at our package of benefits** to identify ways we can improve the support for women (and men) with caretaking responsibilities. Consilio already offers a generous maternity leave benefit, but we might be able to make it even better. We’re exploring options such as return to work incentives, childcare benefits, and maternal and family health programs. We’re also working with business leaders to ensure that we offer enough flexibility in work arrangements—including flexibility in work location, work schedules, and the total number of hours expected. Finally, we intend to seek out opportunities to provide women at Consilio with the professional development and support systems they need to feel valued and respected.

Looking at the representation of women in leadership roles at Consilio, we have an opportunity to increase the number of women in the most senior roles of Directors and Senior Leadership.³ Women make up 37% of our workforce, but women comprise only 34% of Director-level employees and 29% of Senior Leaders. The good news is that we’ve established a **strong pipeline for promotions into those roles—44% of our managers are women**. We’ve asked our business leaders to take a careful look at who’s in that pipeline of managers and potentially ready for promotion into more senior positions in 2022.

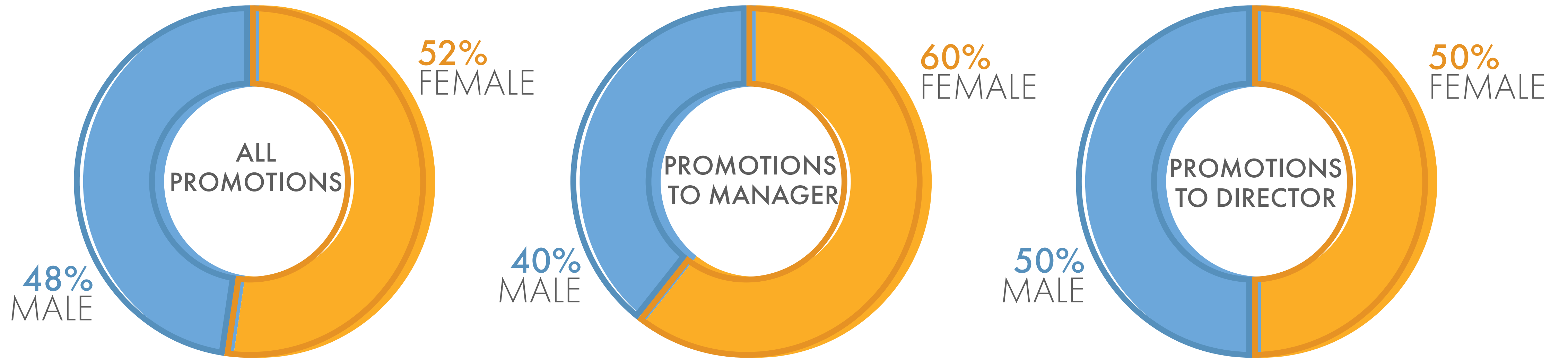


¹ <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/achieving-an-inclusive-us-economic-recovery>

² <https://fortune.com/2021/02/13/covid-19-women-workforce-unemployment-gender-gap-recovery/>

³ "Directors" refers to roles with the designation of Director or Senior Director. "Senior Leadership" includes roles at the level of Vice President, Senior Vice President, and Managing Director.

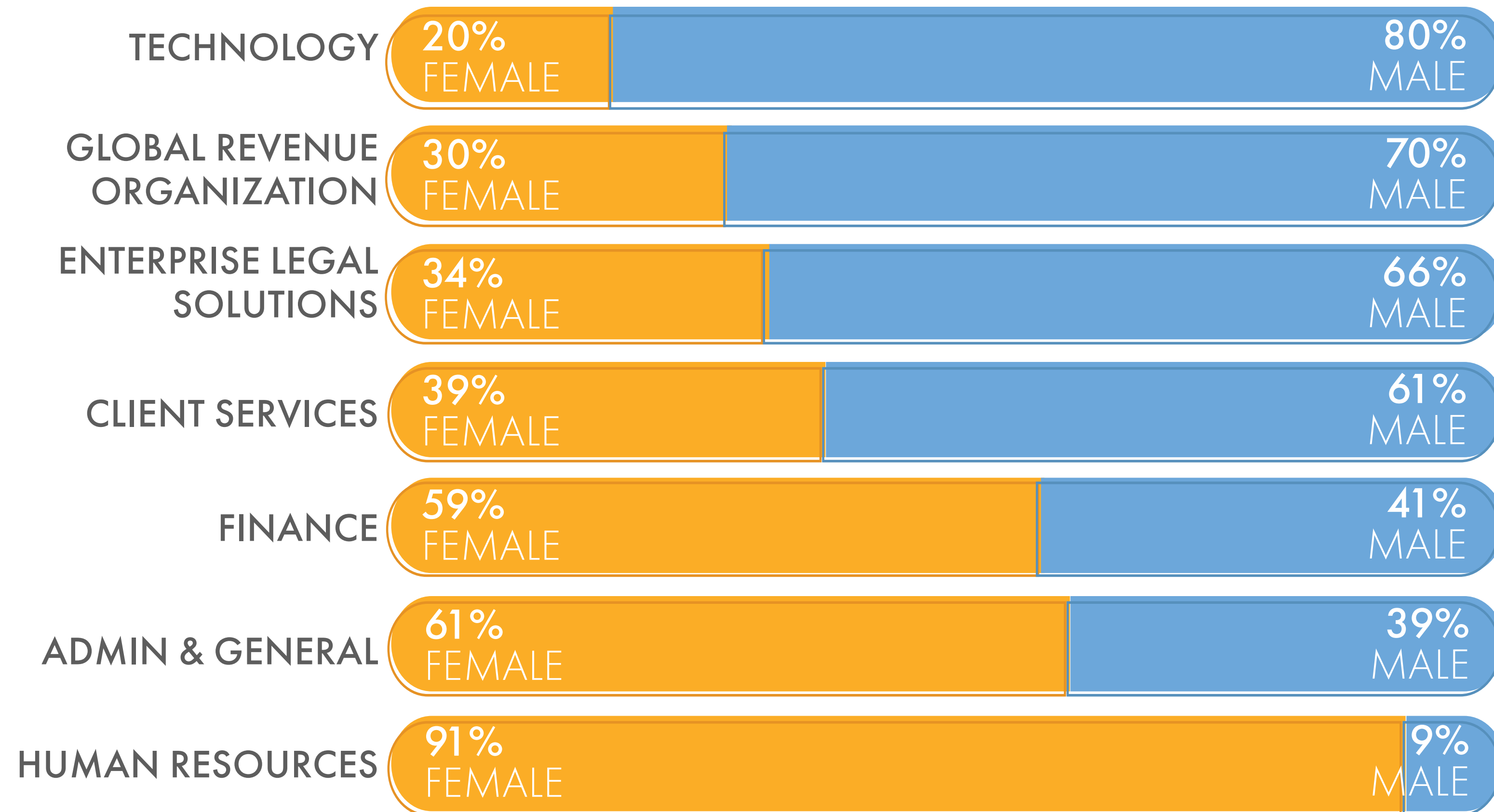
An analysis of promotions by gender in 2021 shows that we're already making progress.⁴ **Among all promotions globally in 2021, 52% went to women. Women comprised 60% of promotions to Manager-level roles and 50% of promotions to Director-level roles.**



We plan to give attention to our external hiring of women into leadership roles in the coming year. In 2021, external hires didn't improve the representation of women in senior roles at Consilio: women were only 33% of Manager-level hires and 19% of Director-level hires; none of our Senior Leadership hires were women. We did make one external hire at the Executive level, and that was a woman—our Chief Employee Experience Officer Brandyn Payne. To accomplish the goal of hiring more women into senior positions, we will work with our internal recruiting function as well as the outside placement agencies we partner with to source more gender-diverse slates for hiring into these leadership roles.

⁴ This analysis of promotions is limited to the legacy Consilio organization, as we do not have reliable, consistent data about promotions in the companies we acquired in 2021. However, now that our HR data are integrated we will be able to track all promotions going forward.

In 2021 we were able to examine the distribution of women in our workforce among the major functions of the business:



The largest function in our business is Client Services, with 54% of our permanent employees working in that organization. Client Services includes most of the employees directly responsible for delivering services to our clients: Project Management, Data Operations, Document Review Management, User Support, and Data Analytics, among others. ***The gender makeup of the Client Services function generally mirrors our overall workforce, with women comprising 39% of those employees.***

▶ **We intend to devote attention in 2022 to increasing the representation of women in our Technology organization.**

▶ **Among Consilio's US workforce, 32% of our employees who provided race/ethnicity information identify as a person of color.**

We intend to devote attention in 2022 to increasing the representation of women in our Technology organization, where women make up **20% of that employee base. Women traditionally have been underrepresented in the broader technology workforce,**⁵ so boosting the number of women in that organization will require us to look critically at where and how we're recruiting for those jobs, and how we can develop a pipeline of talented women for those roles. **We're also looking at creative ways we can attract and hire more women in our Global Revenue and Enterprise Legal Solutions organizations,** where women are slightly underrepresented compared to our overall workforce.⁶ On the other end of the spectrum is our Human Resources organization, where 96% of the employees are women. We recognize that HR traditionally has been female-dominated, but we'd like to assess whether we have opportunities to improve our gender diversity in that function.

RACE & ETHNICITY AT CONSILIO



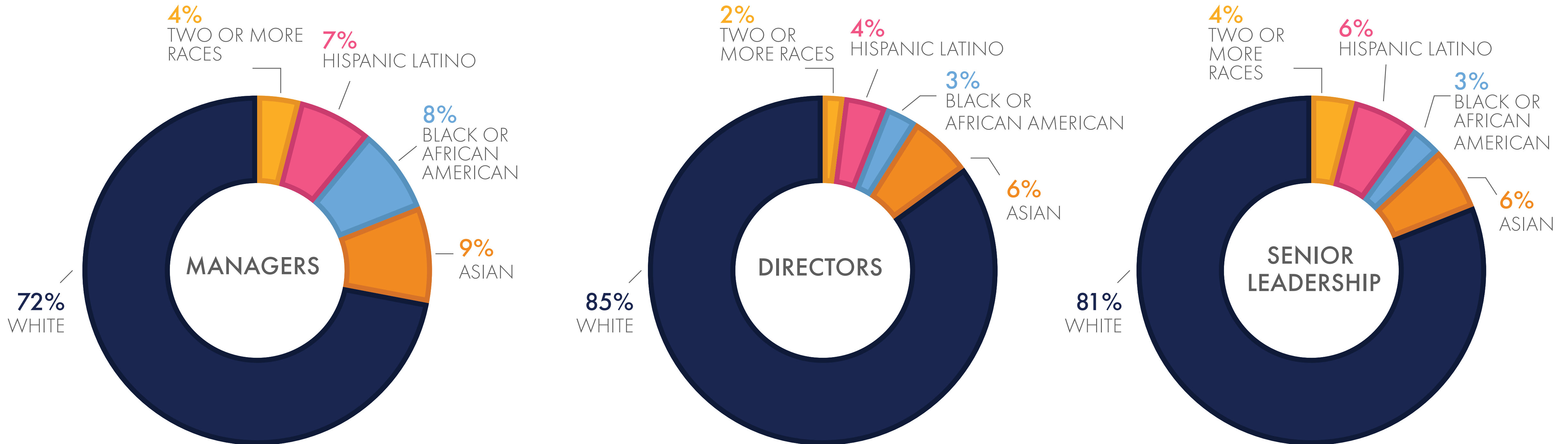
Among Consilio's US workforce, 32% of our employees who provided race/ethnicity information identify as persons of color. This percentage is materially higher than the US workforce, in which 22% of workers are non-white.

Our employees identify as Black or African American at a slightly lower percentage than average: 9% at Consilio vs. 12% in the US as a whole. We see similar metrics for Hispanic or Latino employees: 11% of Consilio employees vs. 18% across the US. At Consilio we have a higher-than-average percentage of employees identifying as Asian, Native Hawaiian, or Pacific Islander: 9% at Consilio vs. 7% in the US workforce.

⁵ According to a 2020 report from AnitaB.org, women represent roughly 29% of technology jobs, and are increasing their representation by a few percentage points each year. <https://anitab.org/research-and-impact/top-companies/2020-results/>

⁶ Based on the 2020 Bureau of Labor Statistics Current Population Survey (<https://www.bls.gov/cps/cpsaat11.htm>), 31% of sales management positions, and 34% of sales representative roles in services organizations, are held by women. Our Enterprise Legal Solutions group employs a variety of different roles, so there isn't one clearly applicable benchmark. However, many of these employees work as consultants, and according to one organization's research, women comprise roughly 40% of consultants in the US. See https://www.zippia.com/consultant-jobs/_demographics/

The percentage of employees of color tends to decrease with higher levels of seniority:



Improving our racial and ethnic diversity in all levels of senior roles is high priority for us. We didn't gain any ground in this area through external hires in 2021—generally speaking, we hired employees of color at the same rate they already existed in the workforce. We saw a similar situation with promotions to leadership roles—we didn't increase the representation of employees of color at senior levels through promotions.⁷ Now that we have better visibility into our race and ethnicity metrics, in 2022 we plan to engage with our business leaders and HR partners to find ways to diversify the race and ethnicity of the talent we attract, hire, retain, and promote.

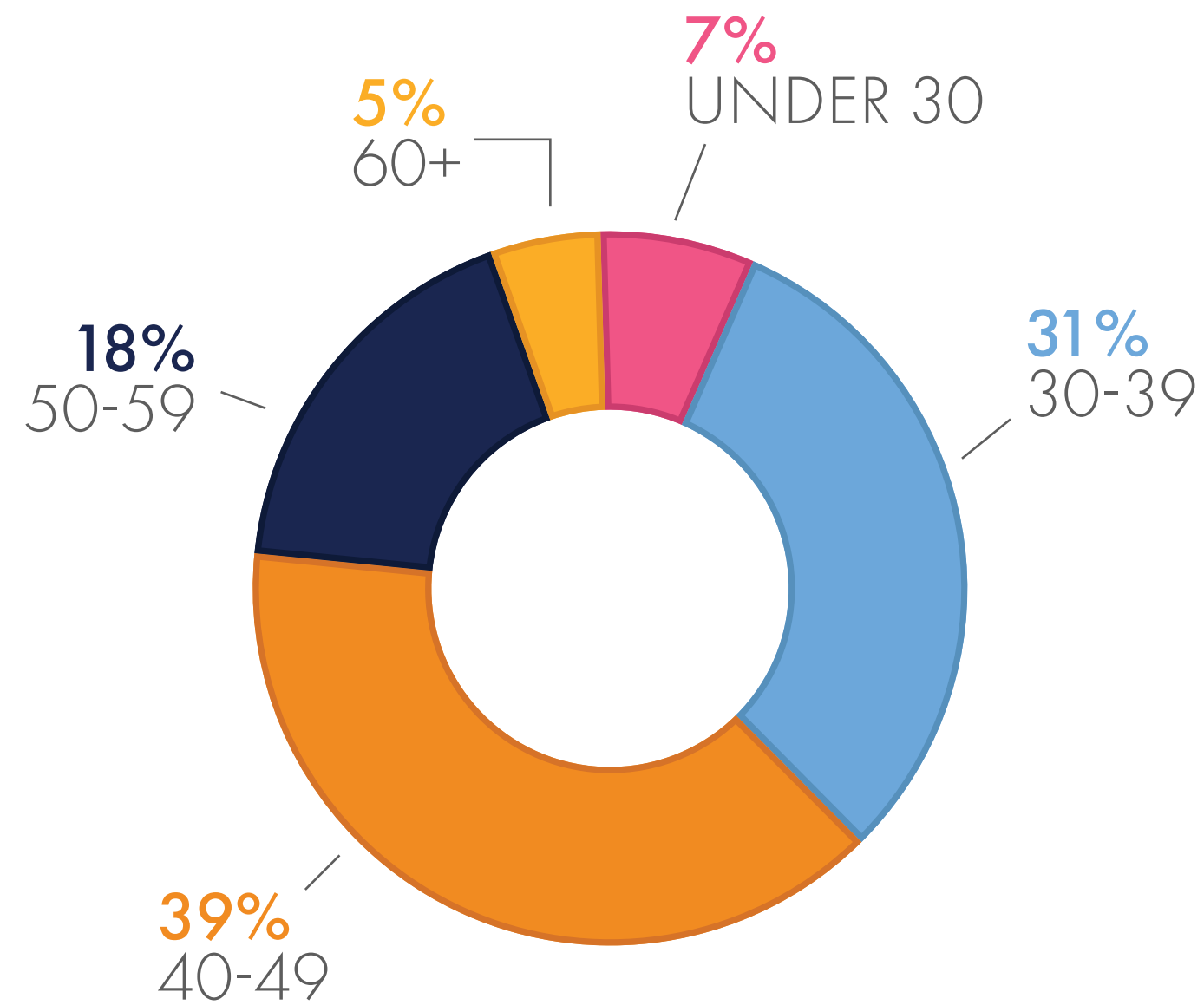
Looking at our race and ethnicity by business function, the organizations at Consilio that employ the largest percentage of employees of color are Technology, Human Resources, and Finance. Our least racially and ethnically diverse function is the General Revenue Organization, in which 80% of US employees self-identify as white. Although Consilio's sales force is more diverse than in the US overall—85% of sales representatives in services companies and 88% of sales managers in the US are white⁸—we are committed to examining how we can increase the number of non-white employees in GRO positions in 2022.

⁷ Our analysis of hiring and promoting employees of color is limited to legacy Consilio, as we do not have data on those decisions from the companies we acquired.

⁸ See Bureau of Labor Statistics Current Population Survey 2020 at <https://www.bls.gov/cps/cpsaat11.htm>.

OTHER CHARACTERISTICS OF CONSILIO EMPLOYEES

US EMPLOYEES BY AGE

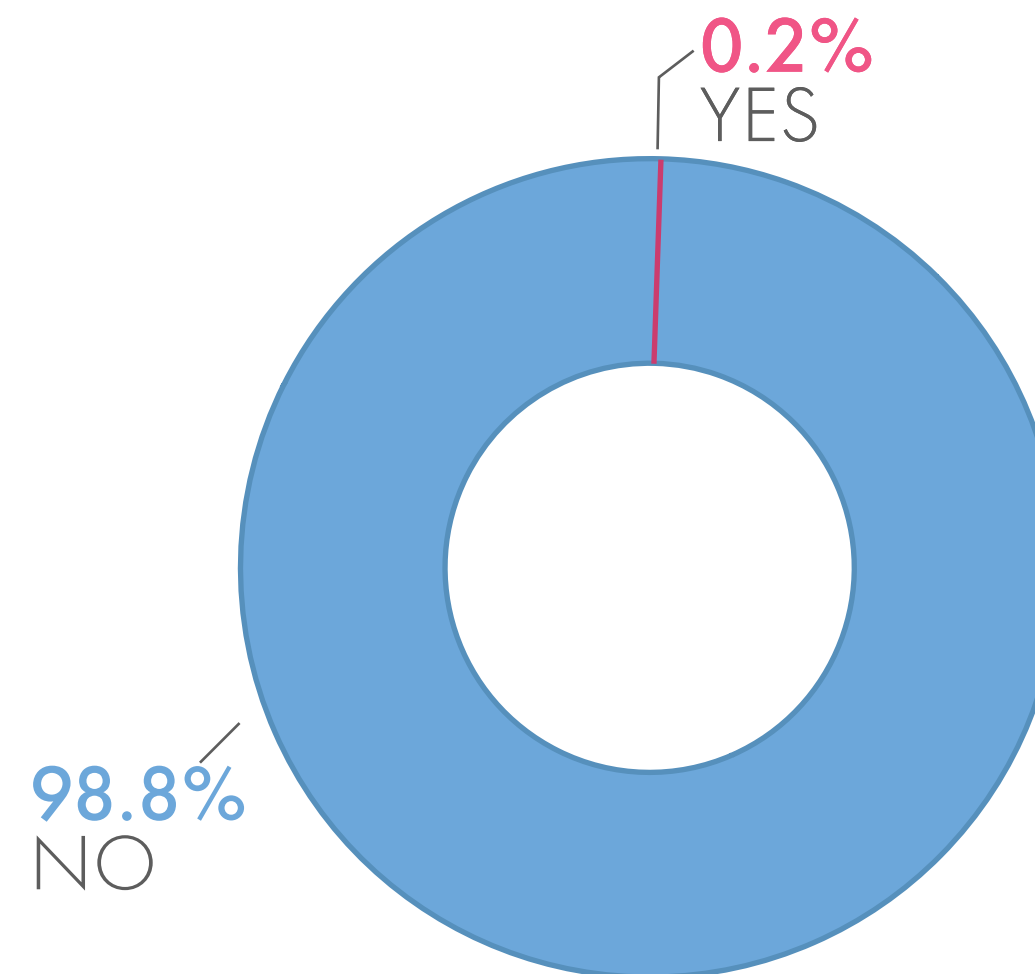


As compared to last year, our US workforce is somewhat older. At the end of 2020, 45% of our employees were under 40; at the end of 2021, only 38% of the workforce is under 40—the “Millennial” and “GenZ” employees.

This breakdown is more reflective of the US workforce as a whole, in which roughly 40% of workers are under 40.

Some of this change is simply attributable to existing employees aging. But it’s also explained by the addition of new employees in the older age ranges.

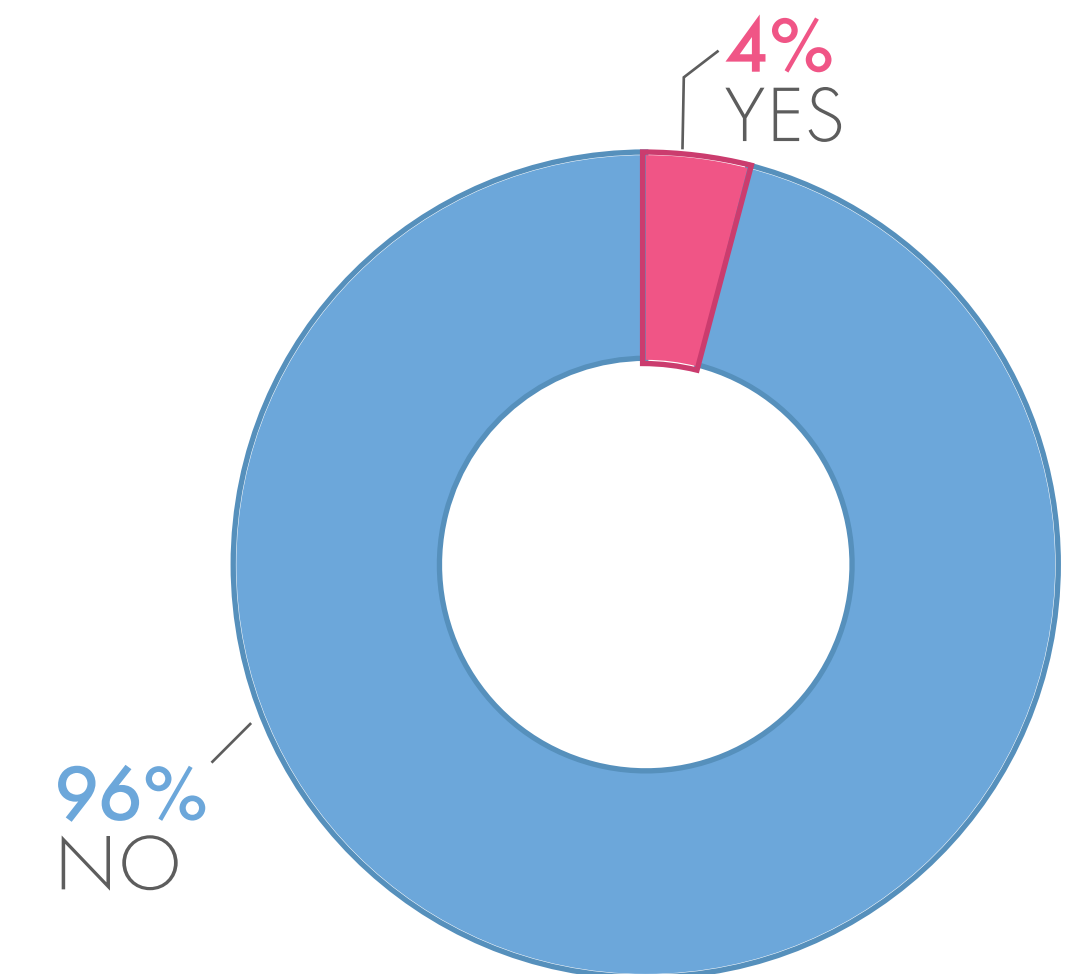
DISABILITY STATUS: AMONG US EMPLOYEES WHO SELF-IDENTIFIED



Among those who self-identified their disability status, 0.2% of Consilio’s US employees identified as disabled. There is no change in this metric from 2020.

However, there are still 53% of our employees who declined to self-identify on this dimension, so continuing to encourage more disclosure remains a goal for us.

VETERAN STATUS: AMONG US EMPLOYEES WHO SELF-IDENTIFIED



At Consilio in the US, 4% of our self-identifying employees are veterans, compared to 6% in the total US workforce. This is a significant increase for us, up from 2.5% in 2020.

As with our other demographic categories, we will attempt to gather better data about our veteran employees in the coming year. We also plan to continue our efforts to identify opportunities to recruit from the veteran talent pool.

CONSILIO'S DOCUMENT REVIEW & FLEXIBLE TALENT EMPLOYEES

Through one of its subsidiary companies, Consilio employs more than 5,000 people in the US who deliver document review services. Most of these employees are lawyers engaged in document review; a relatively small number of these employees work as project managers, data analysts, or as staffing administrators.

In 2021, we conducted several campaigns to encourage these employees to self-identify their diversity characteristics. **We now have gender identity information for almost all these employees.** We have somewhat more information about race/ethnicity than last year, but we still have a significant percentage of these employees (87%) who have not provided this information. Collection of this demographic data will continue to be a focus for us in 2022, because without more complete data, we cannot have confidence that the race/ethnicity metrics we report are truly representative of the complete workforce.

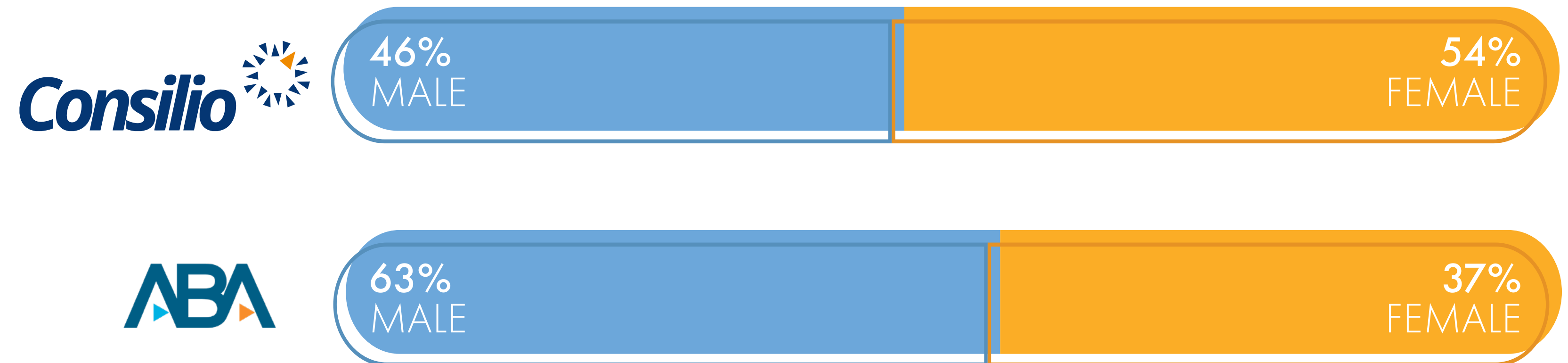
DEMOGRAPHICS OF CONSILIO'S DOCUMENT REVIEWERS

DOCUMENT REVIEWERS: GENDER

Among the lawyers engaged in document review at Consilio, more than half—54%—are women.

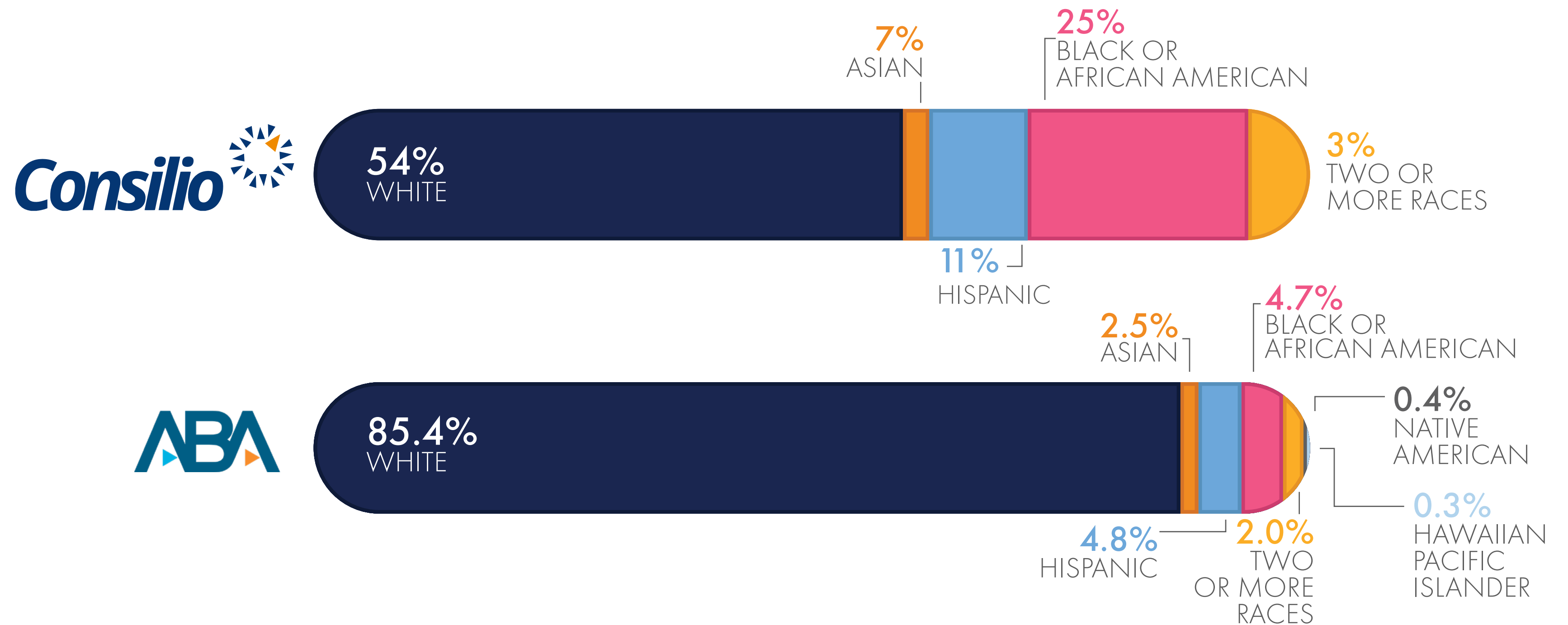
This percentage is down slightly from last year, when women comprised 56% of the document review attorneys at Consilio.

However, this is still significantly more diverse than the overall lawyer population in the US. According to the ABA's 2021 National Lawyer Population Survey, only 37% of lawyers in the US are women.



▶ Our document review lawyer population is much more racially and ethnically diverse than the overall attorney population in the US.

DOCUMENT REVIEWERS: RACE/ETHNICITY



Among the document review lawyers who identified their race/ethnicity, 46% identify as persons of color, and 54% identify as white.

These metrics have changed slightly from last year, with more employees identifying as persons of color, especially among Hispanic or Latino employees (up to 11% from 3%).

Our document review lawyer population is much more racially and ethnically diverse than the overall attorney population in the US. Based on the ABA's 2021 population survey, more than 85% of lawyers in the US are white.

CAREER ADVANCEMENT FOR CONSILIO'S DOCUMENT REVIEWERS

It's important for us to be sure that we are offering career advancement opportunities for our diverse population of document review professionals. Also, given the diversity of the employee base at our document review services subsidiary, it makes sense for hiring managers at Consilio to turn to them as an experienced, diverse talent pool for open positions.

Therefore, in 2021 we started tracking the diversity of document review employees hired into permanent positions at Consilio. These so-called "Career Progression" hires are the starting place for document review professionals who want to forge a long-term career path at Consilio.

CAREER PROGRESSION HIRES BY RACE/ETHNICITY



CAREER PROGRESSION HIRES BY GENDER



In 2021, **50% of these Career Progression hires were employees of color**, more diverse than at Consilio generally and among the document reviewer population specifically.

40% of the Career Progression hires last year were women, a slightly higher percentage than women in Consilio as a whole, but lower than the percentage of women among the document reviewer population. We suspect that more women than men intentionally opt-out of the transition to permanent hire because the high degree of flexibility offered by contingent work appeals to them. This may be especially true as the Covid-19 pandemic drags on, and as women face continued uncertainties around school schedules, childcare arrangements, etc. However, we plan to examine this circumstance more closely in 2022 to be sure that we are in fact offering opportunities for permanent employment to qualified female document reviewers who want them.

► **It's important to be sure that we are offering career advancement opportunities for our diverse population of document review professionals.**



► **Consilio has always been a data-driven organization, and we will continue to apply that focus to more in-depth, insightful analysis of the data about our workforce diversity.**



Our Future Evolution

Consilio is again proud of what our employees accomplished in pursuit of our D&I objectives, despite the continued challenges and ongoing disruptions of a global pandemic. Not only did they work steadily to accomplish our goals, but they did so while taking the time to warmly welcome many new employees into our community, and to meet the business demands of multiple corporate integrations.

As we look ahead to 2022, we embrace the idea of evolution, in our overall business and in our D&I function. We're evolving our leadership team to designate a new Program Lead: Effie Sahihi, who comes to Consilio through our acquisition of Legility, and who played a pivotal role in establishing Legility's Diversity, Equity & Inclusion program. We're looking forward to incorporating Legility's DEI initiatives into Consilio's, and building on what both organizations have achieved. We also plan to add a staff position dedicated to managing our D&I operations, which will allow us to function more efficiently and take on more ambitious project work.

Our diversity data analytics will also evolve as we move forward. Consilio has always been a data-driven



Consilio[®]



organization, and we will continue to apply that focus to more in-depth, insightful analysis of the data about our workforce diversity. But we also recognize that effecting meaningful change requires more than data. It demands action from our business leaders, supported by the human resources professionals who can enable them to make measurable progress in improving our diversity and enhancing our inclusivity. Our plans for 2022 include initiatives aimed at fostering that cross-functional work.

We also plan to evolve the scope of what's included in our D&I function to add elements of an "ESG" (Environmental, Social, Governance) program. Sustainable business practices and respect for our environment have always been core values at Consilio. But as the climate change crisis worsens, and as the world economy places ever increasing demands on our natural resources, Consilio realizes that it must create structure and definition around its sustainability efforts. We have therefore included in our 2022 plans the formation of an ESG initiative that includes a sustainability component.

Finally, as Consilio evolves, so do our clients. They increasingly want to partner with us to advance diversity in our organization and theirs, and we welcome that collaboration. We intend to find new and expanded ways to work with our clients on our mutual D&I initiatives, including more systematic reporting of Consilio's diversity metrics and more frequent communications about D&I efforts in our company and in the broader industry.

We want to say "thank you" to our employees, our clients, and our colleagues in the industry for your continued support. We look forward to evolving together on this journey towards a more diverse, equitable, and inclusive workplace.

