

Consilio 

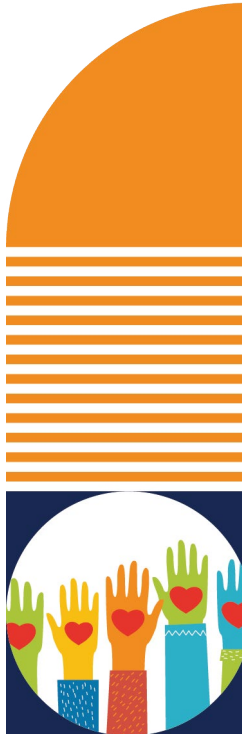
Diversity & Inclusion

ANNUAL
REPORT 2022



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Leading. Together.

Welcome to Consilio's 2022 Annual Report on Diversity & Inclusion, covering the fourth full year of our D&I program. Consilio was proud to be the first company in our industry to formalize a Diversity & Inclusion program back in 2018. Since then, we've worked hard to remain the industry's D&I leader, because we know that our leadership in this area benefits our employees, serves our clients, and uplifts our communities.

This year our D&I program continued to evolve and mature in several important respects for our employees. We hired our first dedicated D&I resource, a Program Manager focused exclusively on helping to administer and manage our D&I initiatives. We expanded our network of Employee Affinity Groups and significantly increased the number of employees participating in those groups. We also launched a substantial initiative aimed at providing more support for our Affinity Group leaders, arming them with leadership skills translatable to other professional roles. As Consilio focused this year on completing the integrations of several recently acquired companies, we took steps to fully embrace employees of those legacy organizations in our Diversity & Inclusion programming and ensure that these employees feel a true sense of inclusion and belonging at Consilio.

We're incredibly gratified that in 2022 our employees acknowledged our D&I leadership. **This year Consilio received three D&I awards from *Comparably*: Best CEO for Diversity, Best Company for Diversity, and Best Company for Women.** These recognitions are based on anonymous feedback from our current employees, demonstrating that our diverse employees believe Consilio is making good strides in fostering a culture that makes them feel welcome, valued, and respected.

We also enhanced our D&I leadership through collaboration with our clients, who serve as exceptional leaders in their industries in advancing diversity, equity, inclusion, and belonging. We traded ideas, joined together on education and thought leadership, shared our diversity metrics, and actively supported each other's D&I efforts. With this type of partnership, we're able to accomplish so much more than if we worked on our own. Our clients' leadership inspires us to continue to improve and mature our program.

Finally, in 2022 we engaged with the communities in which we work and live to help lead efforts to further diversity and inclusion. We actively supported professional organizations whose missions are to advance the careers of historically underrepresented persons. And we donated time and resources to help community groups dedicated to serving traditionally marginalized persons and promoting social equity and justice.

In this Annual Report we detail some of our D&I leadership successes in 2022, and we share some of the areas in which we could have done better. We also preview some of our goals for 2023 and beyond, highlighting opportunities for us to develop and grow our leadership. We appreciate your support on Consilio's D&I journey, and we look forward to continuing the cooperative partnerships—both existing and new—that enable us to lead.

Sincerely,

Andy Macdonald, CEO

Maureen O'Neill, Diversity & Inclusion Officer



Andy Macdonald
Chief Executive Officer



Maureen O'Neill
Diversity & Inclusion Officer

Consilio's D&I leadership benefits our employees, serves our clients, and uplifts our communities.



Consilio's D&I Mission and Leadership

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.





Diversity & Inclusion Leadership at Consilio

Consilio's internal Diversity & Inclusion Advisory Board leads our efforts to promote diversity, inclusion, and belonging at the company. The Board includes five standing members from the executive leadership team, along with "at large" members from a variety of corporate functions and geographic locations. This year several additional employees joined the Board, further diversifying the backgrounds and perspectives represented. We closed the year with more than 40 employees participating in D&I leadership work, an increase of almost 15% from last year.

In 2022 we added additional leadership roles to our Board through the designation of two Program Leads who work closely with the D&I Officer to direct strategy and drive implementation of projects. 2022 also brought a significant milestone in the maturity of Consilio's D&I function: We created and hired the new position of "D&I Program Manager," the first headcount fully dedicated to D&I work.

Standing Advisory Board Members



Maureen O'Neill
Diversity & Inclusion Officer



James Edwell
D&I Program Lead



Effie Sahihi
D&I Program Lead



Kimbir Tate
D&I Program Manager



Andy Macdonald
Chief Executive Officer



Raj Chandrasekar
Chief Operating Officer



Mike Flanagan
General Counsel



Brandyn Payne
Chief Employee Experience Officer



Meredith Kildow
Chief Revenue Officer

At Large Advisory Board Members

- John Auterman, CS – US
- Danielle Brooks, GRO – US
- Linda Caldwell, HR – US
- Bill Cleaver, GRO – US
- Leandreia Coates, CS – US
- Theresa Ervin, Engineering – US
- Shamus Flower, CS – US
- Cecilia Fox, SSBU – US
- Jane Funk, GRO – US
- Gopal Ganeshan, Dev – US
- Canaan Himmelbaum, GRO – US
- Faith Ideh, GRO – US
- Farhat Jabeen, GRO – US/Asia Pac
- Omid Jahanbin, GRO – US
- Nick James, CS – US
- James Jansen, CS – US
- Shikha Joshi, HR – India
- Matt Knouff, GRO – US
- Lou Mancuso, HR – US
- Kamaka Martin, CS – US
- Matt Morocco, GRO – US
- James Morrey-Jones, CS – UK
- Johanny Olmedo, GRO – US
- Adam Pollitt, CS – US
- Michael Pontrelli, GRO – US
- Aniruddha Prasanna, IT – India
- Lamine Reese, ELS – US
- Sean Reisman, CS – US
- Steve Reutiman, HR – US
- Paul Roberts, GRO – US
- Jeffrey Sherman, GRO – US
- Kelly Struck, GRO – US
- Matt Sumrack, HR – US
- Johnathon Vermaelen, CS – US

Client Advisory Board on Diversity & Inclusion

Consilio would not be able to sustain its leadership in D&I work without the guidance of our Client Advisory Board on Diversity & Inclusion. Our Client Advisory Board includes representatives from our corporate and law firm clients who generously volunteer to share their experience, knowledge, and advice to help us advance our D&I program. We added several new members in 2022, ending the year with 15 clients on the Board. We're inspired by the leadership of our client board members, who encourage us to be more creative and work more effectively with our D&I efforts.

We held several events with our Client Advisory Board this year, including our first in-person gathering since the beginning of the COVID-19 pandemic. These meetings generated ideas for new programs at Consilio as well as practical suggestions for improving our existing efforts. In particular, we received some extremely helpful feedback for our Employee Affinity Groups, which the leaders have incorporated into their strategic plans for 2023. We look forward to meeting again regularly with our Client Advisory Board in the upcoming year.



Building upon the great foundation of our affinity group, Zoë Hutchinson at Latham & Watkins was a wonderful resource to help me bring Proud@Consilio to the next level of maturity. With her wealth of personal experience as both a global and local leader of her firm's LGBTQIA+ affinity group, she provided me with advice ("Get feedback! Vary content! Keep asking for help!") and energized me to come up with new ideas on increasing engagement within our group, across affinity groups, and with the larger Consilio workforce.

- Sean Reisman, Associate Director, Review Solutions and Chair, Proud@Consilio




CULTIVATING DIVERSE TALENT

Consilio recognizes that recruiting, developing, and retaining the industry's best employees—including a wide diversity of talent—is critical to our success. Accordingly, in 2022 the company created two new senior leadership roles in the Employee Experience organization: Vice President for Talent Acquisition and Vice President for Talent & Culture. We filled these roles with seasoned professionals who have deep experience integrating human resources functions with D&I programs. Working together, our D&I leadership team and these HR leaders advanced a number of significant initiatives intended to retain and develop the diverse talent in our workforce and attract more diverse talent to Consilio. We highlight some of those initiatives here.

Developing and Supporting Our Existing Talent

The **Consilio Leadership Academy (CLA)** is a 12-month leadership development program for high-potential leaders, preparing them for future executive positions at Consilio. The program is designed to develop current and future Consilio leaders through executive exposure, networking, external experts, and personal and professional development. In 2022 we graduated the inaugural CLA class and selected the members of the new 2023 class. Our goal is to select CLA classes in which at least 50% of the participants are diverse with respect to gender or race/ethnicity. We met that goal for 2022 and 2023. In 2022 67% of the class was diverse (46% were women, and 38% identified as racially/ethnically diverse). For the incoming 2023 class, 54% are diverse (42% are women, and 17% identify as racially/ethnically diverse). Moving forward, we are committed to ensuring that CLA prepares our diverse talent for elevation to senior leadership positions.

In our 2021 Annual Report we shared data showing that our female employees were leaving the company in greater numbers than expected. To address and reverse this attrition trend, we established a **Working Group on Women's Issues**. This group of D&I and HR leaders organized several initiatives to promote the retention and recruitment of women at Consilio, including:

- Development of a women's mentorship program
 - Heightened executive support and guidance for WE-Together, our women's affinity group
 - Creation of a working mother's subgroup in WE-Together
 - Focused recruiting and selection of women for the Consilio Leadership Academy
 - Continued emphasis on flexible work arrangements for women
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Generating a Diverse Pipeline of New Talent

Consilio's **Project Management Apprenticeship Program** is a 10- to 12-week paid engagement designed to develop skilled Project Managers. After successfully completing a combination of classroom instruction, applied learning experiences, mentorship, and hands-on client work, participants in the program are offered a full-time Project Manager position. This apprenticeship program has become an important source of diverse talent at Consilio: In 2022, 82% of the PM Apprentices were women, and 65% identified as non-white.

The newly launched **Consilio Sales Associate Program (CSAP)** is an early-in-career development program designed specifically for law school graduates and entry-level sales professionals who aspire to become the next generation of sales leaders at Consilio. This year-long program provides world class, hands-on educational and experiential training designed to develop participants to become successful members of Consilio's industry leading sales team. Each CSAP class will be selected with careful attention to ensuring that a diverse group of talent enters our sales organization.

Building on a **relationship with the National LGBTQ+ Bar Association** established by Legility, which integrated with Consilio this year, we sponsored the annual Lavender Law conference and career fair. Through this sponsorship, which included a career booth and hosted cocktail reception, our talent acquisition team engaged with lawyers in the LGBTQ+ community who are potentially interested in career opportunities with Consilio.

Consilio's **Summer Internship Program** exposes a diverse group of law students and undergraduates interested in the legal services industry to practical job experience, plus education from experts in this evolving, dynamic job sector. Participants in the program are assigned to various learning tracks including Discovery Consulting, Review Services, Project Management, Data Analytics, and Legal Technology. Our hope is that these summer interns will return to Consilio when they're ready for permanent roles. In 2022, 44% of our interns were women, and 33% identified as persons of color.

As part of our effort to expand our relationships with HBCUs, Consilio piloted a new **partnership with North Carolina Central University School of Law**. NCCU School of Law recently launched its Technology Law and Policy Center, which aims to position its students for careers in the legal technology space. Consilio plans to engage NCCU students and faculty in a variety of ways, such as presenting to law school classes about the legal technology services industry, inviting law students and faculty to attend CLEs and industry webinars hosted by Consilio, and partnering with the Career Development Office at the law school to offer students career support and expose them to job opportunities. We hope to use this partnership as a model to replicate with other HBCUs.

Some of these initiatives are long-range strategies that may not show immediate results, and we're prepared to maintain our investment and commitment over time. However, some of these efforts already are having a measurable impact, as evidenced by the improvements in our diversity metrics discussed below.

EXAMINING OUR DIVERSITY

In 2022 our Human Resources organization completed the massive task of fully integrating personnel data for all employees joining Consilio through its acquisitions over the last few years. They also carried out an enterprise-wide job evaluation exercise, which led to the assignment of consistent job titles, job codes, and salary levels to all our employees, regardless of their legacy organization. This work enables us to present diversity metrics in this Annual Report that are more reliable and complete than in previous years. That foundational work also gives us new insight into what our combined, integrated workforce looks like, and allows us to better shape our strategies for improving diversity in the future.

Important foundational work completed in 2022 enables us to present diversity metrics in this Annual Report that are more reliable and complete than in previous years.


Some Notes about Benchmarking

As we've noted in past Annual Reports, identifying appropriate demographic benchmarks against which to measure ourselves is challenging for several reasons. First, we employ a wide variety of occupations in our workforce, with different labor markets for the different occupations. And for some of our professionals—especially those working in our eDiscovery and other legal technology functions—we can find no published industry data about the demographics of those roles. Also, our employees are dispersed around the world, with very different available talent pools in each location.

Nevertheless, in this Annual Report we continue our good faith effort to provide transparent metrics about our workforce. Where we can, we identify relevant benchmarks for comparison, and call out the quantifiable aspects in which we know we can improve our diversity.¹

But we also recognize that, while these labor market and industry benchmarks can be useful to gauge how well we're doing, they have their limits. For instance, the fact that a particular demographic has been historically underrepresented in certain professions doesn't mean that we shouldn't strive to improve that circumstance at Consilio. For example, women comprise 25 to 30 percent of technology jobs around the world, but shouldn't companies in our industry make efforts to create more opportunity for women in these roles, especially considering the high demand for people with these skills? Similarly, Black Americans make up less than 7 percent of sales roles in service organizations, but shouldn't legal services providers do more to develop a pipeline of Black professionals with an interest in this exciting, potentially lucrative field? At Consilio we intend to keep asking these tough questions and finding answers that align with our values and goals.

Also, these benchmarks only measure certain characteristics about employees. At Consilio we value diversity that isn't addressed by reliable published metrics, or even measurable at all—for example, geographic and cultural diversity, neurodiversity, sexual orientation,² gender expression, and the diversity of lived experience. Even though we can't report metrics on these aspects of our workforce, they are important to us and form an important element of our programs to foster diversity, inclusion, and belonging.



The fact that a particular demographic has been historically underrepresented in certain professions doesn't mean that we shouldn't strive to improve that circumstance at Consilio.

¹ 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 limit the data to US-based employees.

² Some labor market data are available regarding the participation of LGBTQ+ employees in the workforce. However, many of these employees remain hesitant to self-identify their status, making the data incomplete and unreliable. Until workplaces—along with communities, governments, and other institutions—become fully welcoming of persons who identify as LGBTQ+, accurate employment metrics will remain elusive.

Consilio's Executive Leadership Team

Consilio's commitment to diversity and inclusion must be reflected in the highest levels of our organization. Among our Executive Leadership Team, three of the seven-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



Tim Yost
Chief Financial Officer



Brandyn Payne
Chief Employee Experience Officer



Paul Mankoo
President, EMEA



Mike Flanagan
General Counsel

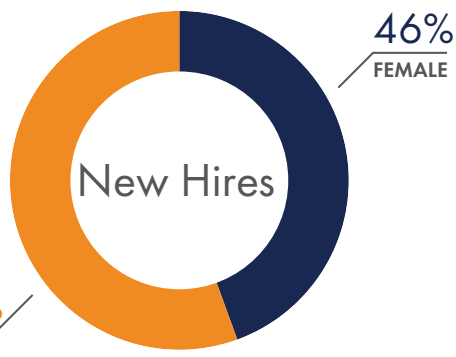
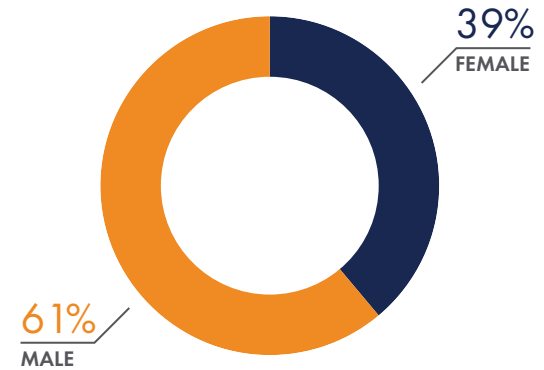
Consilio's Permanent Employee Workforce

Gender at Consilio

Female representation across the company increased by two percent.

At the end of 2022, women comprised 39% of our global employee base, while men represented 61%.³

As compared to last year, female representation across the company increased by two percent, a positive trend that we will strive to continue.



One factor contributing to the greater number of women working at Consilio is our hiring decisions—women comprised 46% of new hires at Consilio in 2022.

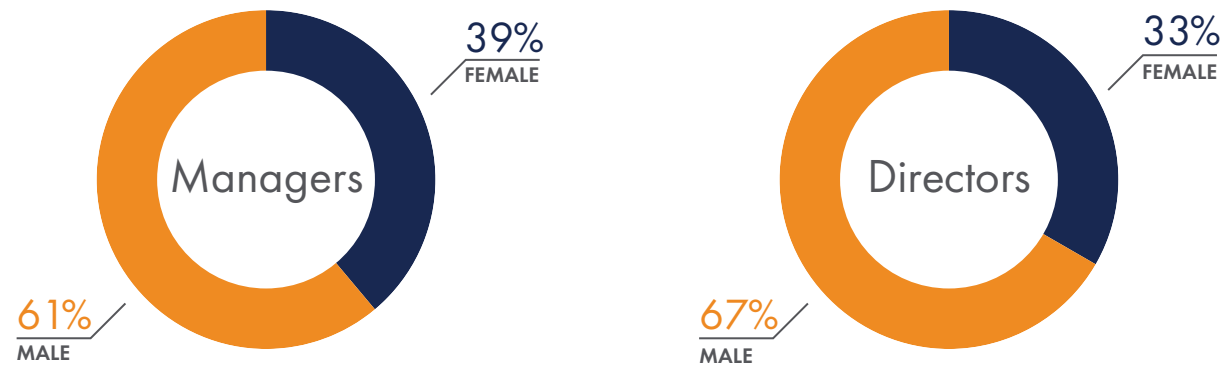
Women comprised 46% of new hires at Consilio.

³According to 2021 data from the World Bank, women account for 39.2% of the global workforce, so Consilio's gender representation is squarely in line with the labor market benchmark. But given that women make up almost 50% of the world's population, this is an example of the applicable benchmark falling short of true workplace equity.

Voluntary attrition of female employees decreased by 3 percent.

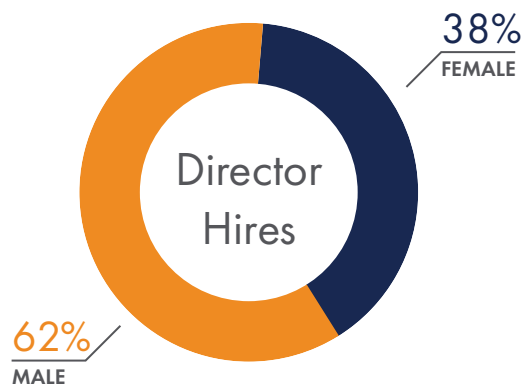
We also reduced the voluntary attrition of our female employees in 2022. Women represented 42% of departures from the company, as compared to 45% last year. That's still a higher number than we'd like, so moving forward we will continue the work started this year to improve our retention of women employees.

With respect to female leadership at Consilio, our metrics at the levels of Manager and Director are encouraging.⁴ At year-end, women comprised 39% of Managers and 33% of Directors.



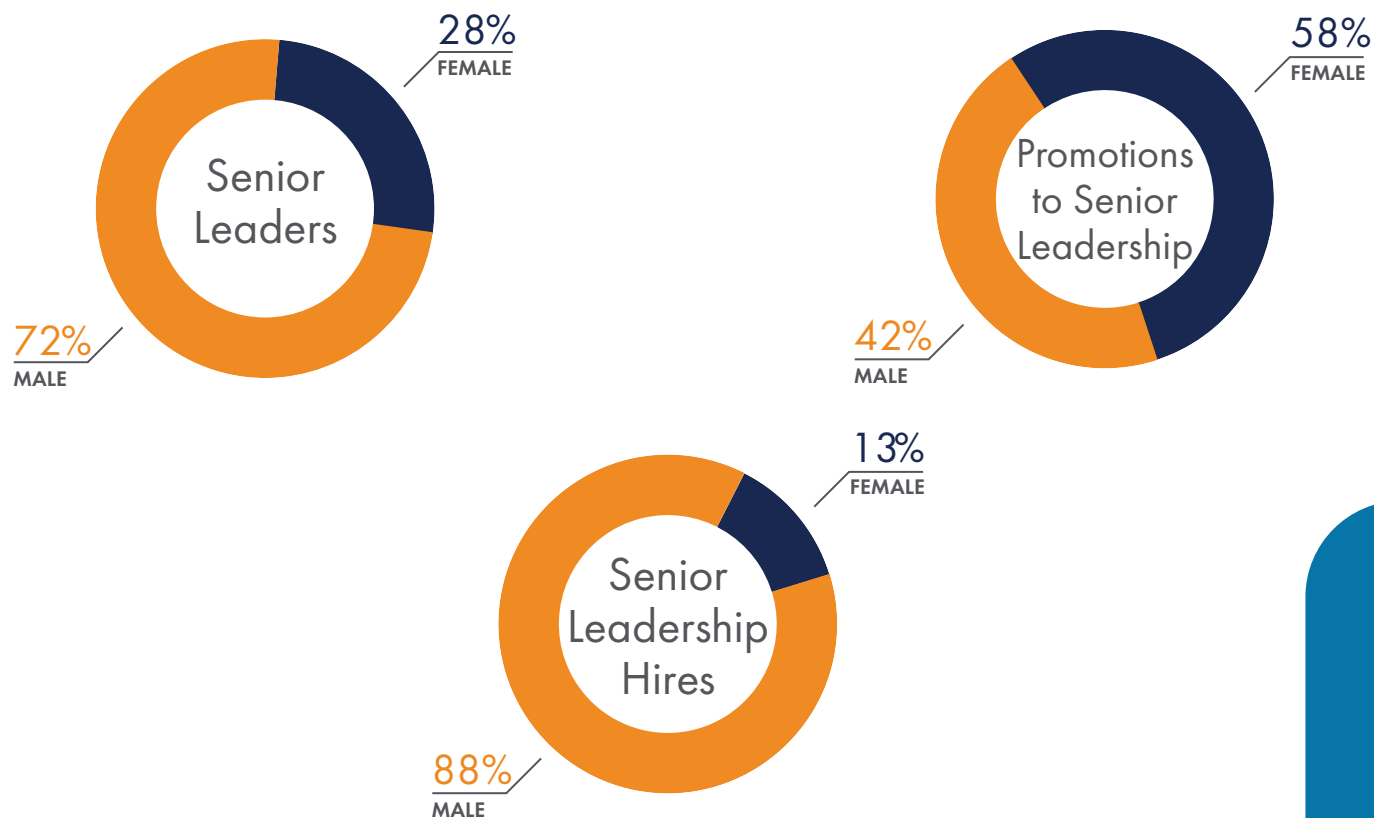
⁴ "Manager" includes roles with the title of Supervisor, Manager, and Senior Manager. "Director" includes roles with the title of Director or Senior Director.

Those numbers were bolstered by hiring and promotion decisions made this year, in which women were meaningfully represented.



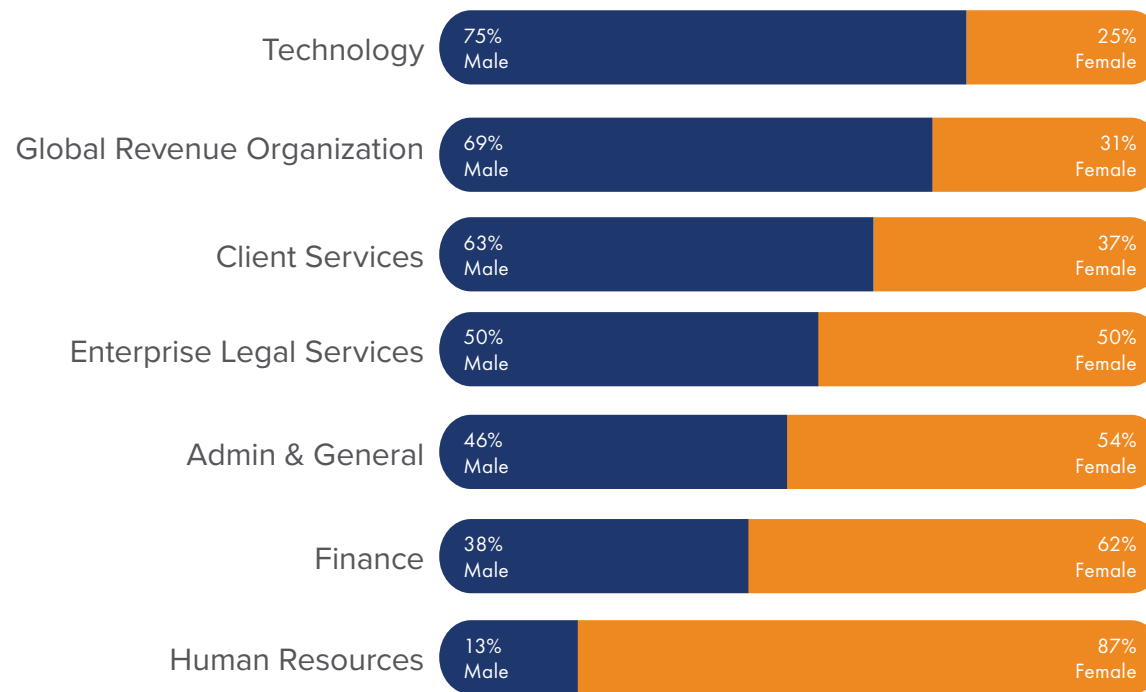
We recognize that we have an opportunity to increase the representation of women in Senior Leadership⁵ at Consilio, as they currently comprise only 28% of those roles. However, we're confident that we can improve that metric with our strategy of bringing top female talent into the Consilio Leadership Academy, along with other efforts to develop and promote high-potential women.

We've already seen good progress, as women represented 58% of the promotions into Senior Leadership this year. Consilio makes relatively few hires directly into Senior Leadership positions—eight in 2022—but only one of those hires was a woman. Moving forward, we intend to strengthen our efforts to increase the number of women among new hires into these senior roles.



Women represented 58% of promotions into Senior Leadership.

⁵“Senior Leadership” includes roles at the level of Managing Director, Vice President, and Senior Vice President.



Women now represent 25% of our Technology workforce, an increase of 5% over last year.

The Consilio Sales Associate Program will be an important means of developing talented women in sales roles.

Examining the distribution of women in the different functions of our business, the breakdown looks similar to our report from 2021. However, there is a significant positive trend—a 5% increase in the percentage of women in the Technology function. Women now represent 25% of that workforce, which brings us much closer to the relevant labor market benchmarks.⁶ Boosting the number of women in that group was a goal for us in 2022 and will continue to be a focus in 2023 and beyond.

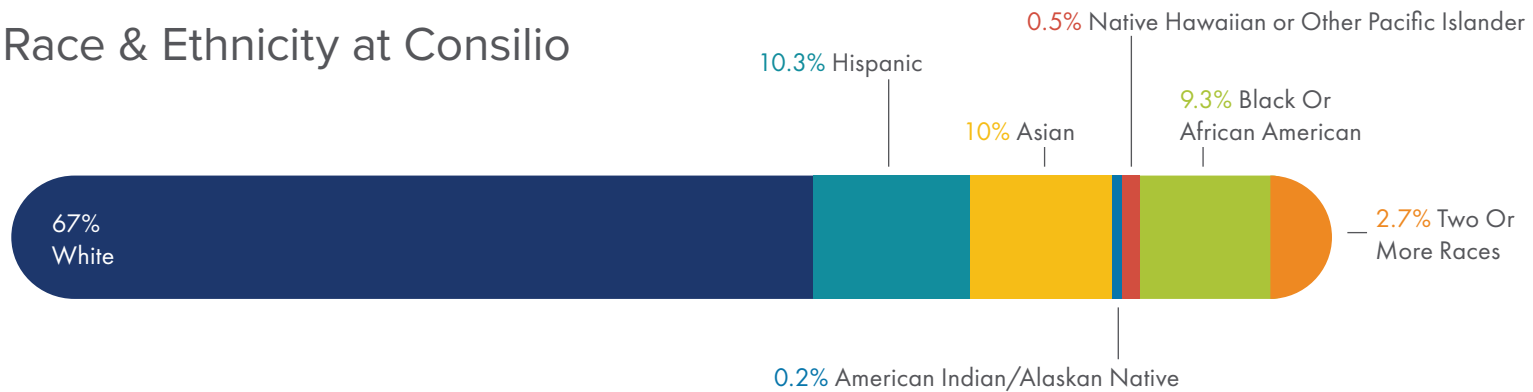
We also saw modest growth in the number of women in the Global Revenue Organization (GRO) this year, another targeted area for us.⁷ Looking more granularly at the GRO data, we see that women are well represented in sales support, sales management, and marketing positions—they hold 58% of those jobs. However, we have an opportunity to increase the number of women in business development roles, as they currently hold just 21% of those positions. Our new Consilio Sales Associate Program will be an important means of developing talented women in this area and improving that metric.

Finally, we were also able to improve the gender diversity in our Human Resources organization, in which the vast majority of employees historically have been women. With several new senior-level hires in 2022, we increased the representation of male employees from 9% to 13%.

⁶According to 2022 data from the US Bureau of Labor Statistics, women hold 27% of jobs in the category of "Computer and Mathematical Occupations." A report issued by AnitaB.org in 2020 stated that 29% of technology jobs are held by women. A publication by Deloitte in 2022 reported that women hold 25% of technology roles in large companies.

⁷In the US Bureau of Labor Statistics 2022 data, "Sales and Related Occupations" are 49% women, and "Sales Representatives of Services" are 29% women.

Race & Ethnicity at Consilio



Among Consilio's US workforce, 67% of our employees who provided race/ethnicity information⁸ identify as white, and 33% identify as people of color. In the United States 77% of the workforce identifies as white, so the Consilio employee base is, on average, more diverse than the overall labor market.

Our employees identify as Black or African American at a slightly lower percentage than average: 9.3% at Consilio vs. 12.6% in the US. We see similar metrics for Hispanic or Latino employees: 10.3% of Consilio employees vs. 18.5% across the US. At Consilio we have a higher-than-average percentage of employees identifying as Asian, Native Hawaiian, or Pacific Islander: 10.5% at Consilio vs. 6.7% in the US workforce.

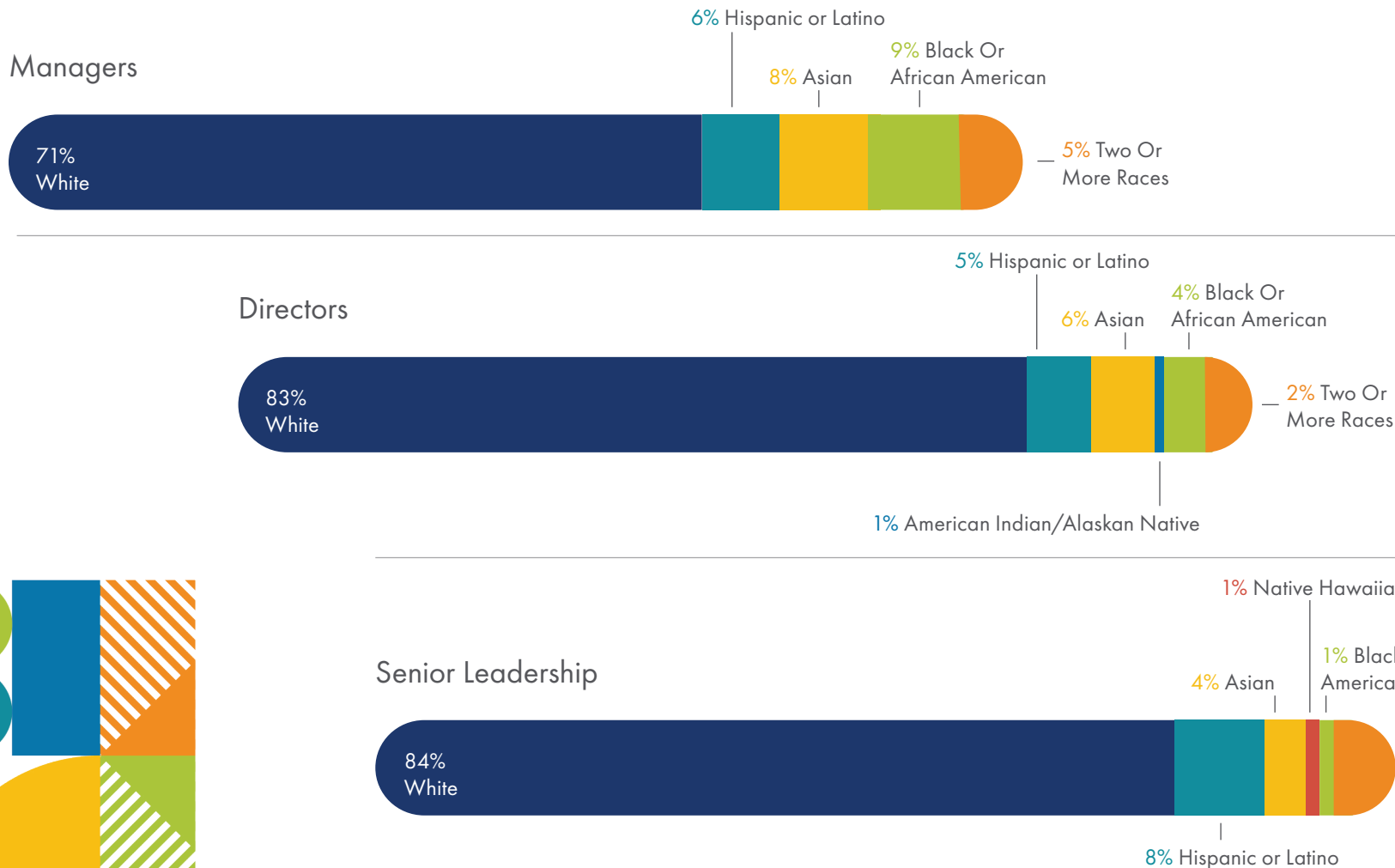
⁸We now have race/ethnicity information for 89% of our US employees, up from 87% last year.

Consilio's US employees are more racially and ethnically diverse than the overall US workforce.

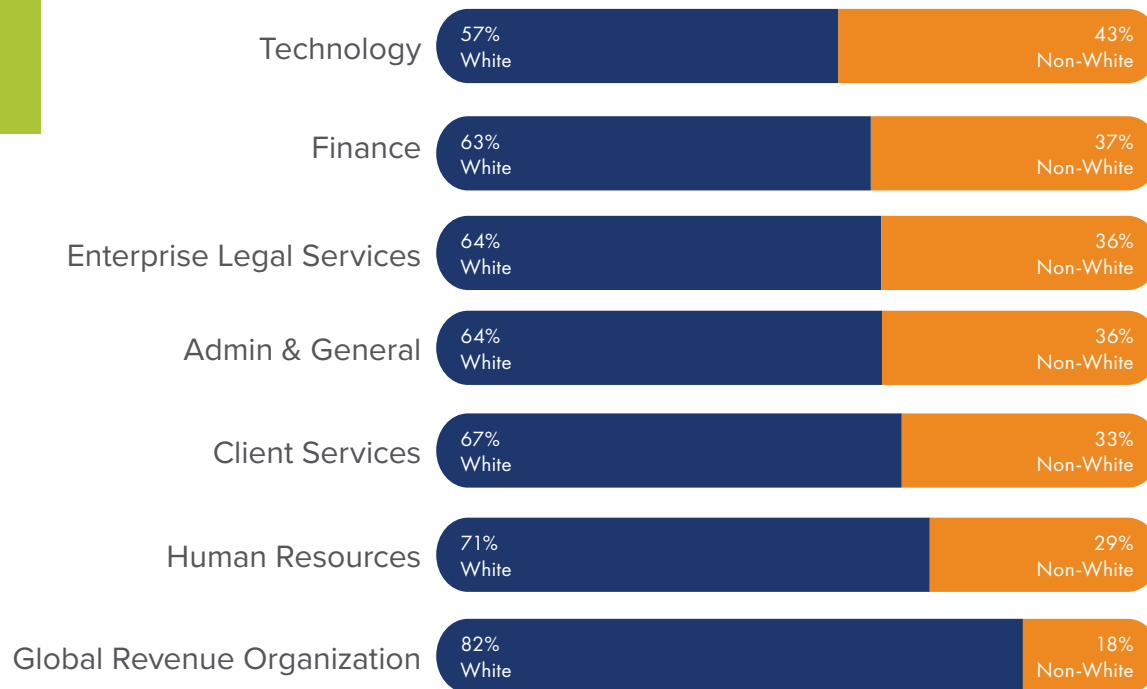
Improving our racial and ethnic diversity in leadership roles continues to be a goal for Consilio.

The percentage of employees of color tends to decrease with higher levels of seniority, although we did make modest gains in the representation of non-white employees in Manager and Director roles as compared to last year.

Although our leadership workforce tracks fairly closely to the US labor market benchmark,⁹ improving our racial and ethnic diversity in leadership roles continues to be a goal for us. As we noted above, our Talent Acquisition and Development teams are working together with our D&I leadership to find creative, effective ways to make progress towards that goal. We'll give attention to the development and promotion of current employees into more senior positions, as well as the inclusion of more diverse persons in our outside hires into these roles.



Examining the representation of our racially and ethnically diverse employees across business functions, we see that these employees are distributed fairly consistently across the business. Our least racially and ethnically diverse function is the GRO, in which 82% of US employees self-identify as white. Although the diversity of Consilio's employees working in business development and related roles is in line with the overall US labor market,¹⁰ we are committed to examining how we can increase the number of non-white employees in these positions through the recruitment and development of a more diverse talent pipeline, including our new Sales Associate Program.



⁹According to 2022 Bureau of Labor Statistics Data, 82% of "Management Occupations" are held by persons who identify as white.

¹⁰According to the 2022 Bureau of Labor Statistics Current Population Survey, 80% of sales and related occupations are held by persons who identify as white.

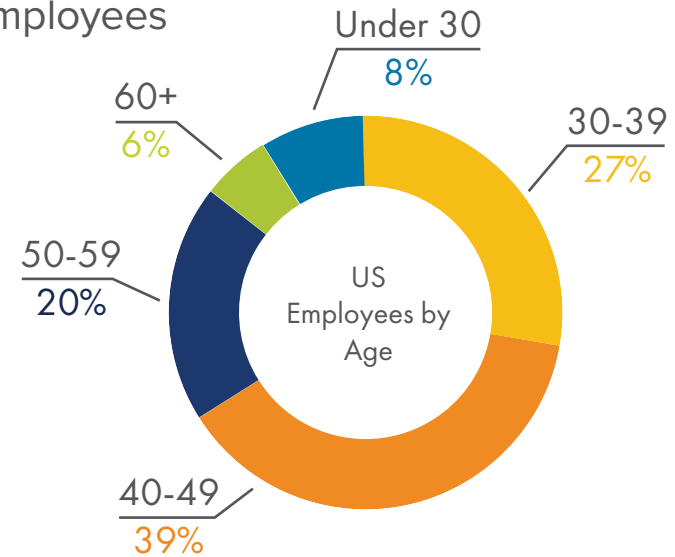
The Consilio Sales Associate Program will enable us to create our own pipeline of racially and ethnically diverse sales talent.



One of the focus areas for our Talent Acquisition team in 2023 is expanding opportunities to recruit and hire veterans.

Other Characteristics of Consilio Employees

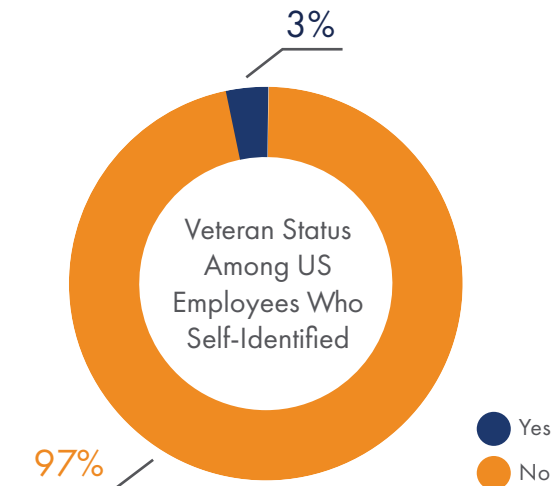
In 2022 we saw the continuation of a trend that began in 2021—our US workforce is becoming somewhat older. At the end of 2021 38% of our employees were under 40; at the end of 2022 only 35% of the workforce is under 40—our “Millennial” and “GenZ” employees. In the US roughly 40% of workers are under 40, so Consilio’s employees skew slightly older than the US workforce as a whole.



Among those who self-identified their disability status, 1% of Consilio’s US employees indicated that they have a disability. However, 64% of our employees have not self-identified their disability status, so continuing to encourage more disclosure remains a goal for us. Many of the legacy companies recently acquired by Consilio did not collect data on disability status. As we move forward, we are hopeful that more of these legacy employees, now that they are part of the Consilio team, will elect to provide this information.

In 2022 we substantially increased the percentage of employees who self-identified their veteran status; more than 50% have chosen to supply this information. At Consilio in the US, 3% of our self-identifying employees are veterans, compared to 6% in the total US workforce.

One of the focus areas for our Talent Acquisition team in 2023 is expanding opportunities to recruit and hire veterans. In late 2022 we laid the groundwork for that effort by establishing partnerships with two organizations whose missions are to help place veterans in the workforce: *Hiring Our Heroes* and *VetJobs*. We are hopeful that these partnerships will help us attract and hire more veterans at Consilio.



Consilio's Document Review & Flex Talent Employees

Demographics of Consilio's Document Reviewers

Through one of its subsidiary companies, Consilio employs more than 6,500 people in the US who deliver document review services. Most of these employees are lawyers engaged in document review, while a small number work as project managers, data analysts, or as staffing support.

To better understand the demographics of this workforce, over the last few years we have rolled out various initiatives to encourage these employees to self-identify their diversity characteristics. We now have virtually complete gender identity information. In 2022 we increased by ten percentage points the number of document review employees for whom we have race/ethnicity data—up to 23% this year from 13% last year. However, that still leaves a significant number of employees who have elected not to provide this information. Collection of more complete data will be an ongoing effort for us, as we strive to provide race/ethnicity metrics that are truly representative of the complete document review workforce.

Our document review attorney workforce includes significantly more gender, racial, and ethnic diversity than the lawyer population at large.

Document Reviewers: Gender

Among the lawyers engaged in document review at Consilio, more than half—54%—are women. This percentage is significantly higher than among the overall lawyer population in the US. According to the ABA's 2022 National Lawyer Population Survey, 38% of lawyers currently practicing in the US are women.

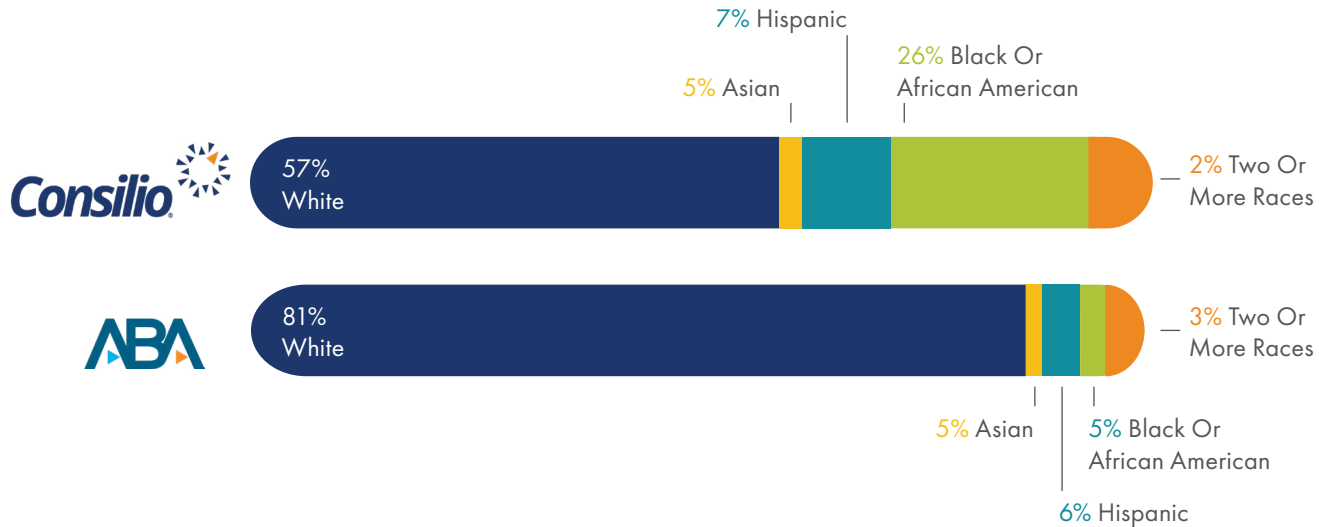
In 2022 we added additional options beyond "male" and "female" for employees to self-identify their gender identity, including "non-binary" and "other." A small number of document review attorneys elected these choices, although not in sufficient numbers to add up to whole percentages. We're hopeful that in time, more persons who self-identify in these ways will feel comfortable making that choice in our HR system.





Document Reviewers: Race/Ethnicity

Among the document review lawyers who identified their race/ethnicity, 43% identify as persons of color, and 57% identify as white. 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 2022 population survey, 81% of lawyers in the US are white.



Document Reviewers: Military Spouse Status

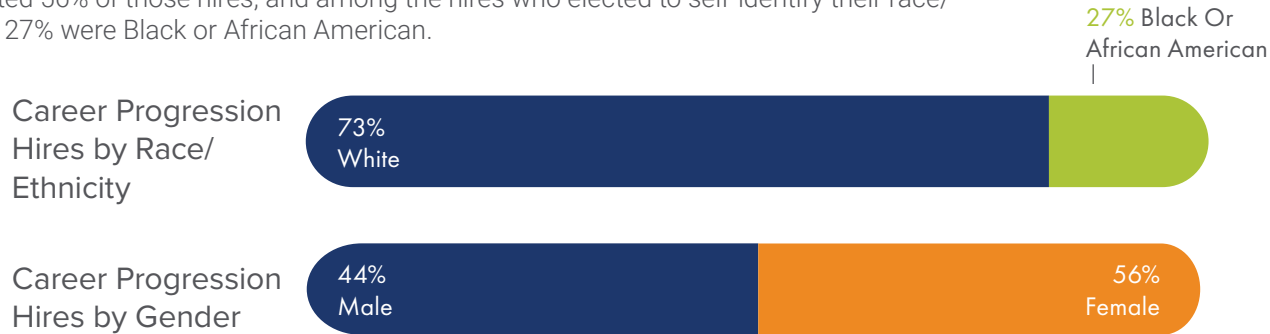
With the ability of document reviewers to work remotely using our Secure Virtual Review platform, we can offer employment to the spouses of members of the military stationed in locations where Consilio does not maintain a physical presence. It's important for Consilio to support these military spouses, so in 2022 we started to actively track that status and find ways to reach out to more of these lawyers. At the end of 2022, 7% of our active document reviewers reported that their spouse was on active military duty or a veteran. Through a new partnership with the *Military Spouse Jobs* organization, we hope to increase that number by recruiting more military spouses interested in remote document review work.



Through a partnership with the *Military Spouse Jobs* organization, we intend to recruit more military spouses interested in remote document review work.

Career Advancement for Consilio’s Document Reviewers

Because it’s a priority for Consilio to offer career advancement opportunities for our diverse population of document review professionals, in 2021 we began tracking the diversity metrics of those employees hired into permanent positions at Consilio—what we refer to as “Career Progression” hires. We continued that practice in 2022 and found that diverse review professionals made up a substantial percentage of the Career Progression hires. Women represented 56% of those hires, and among the hires who elected to self-identify their race/ethnicity, 27% were Black or African American.

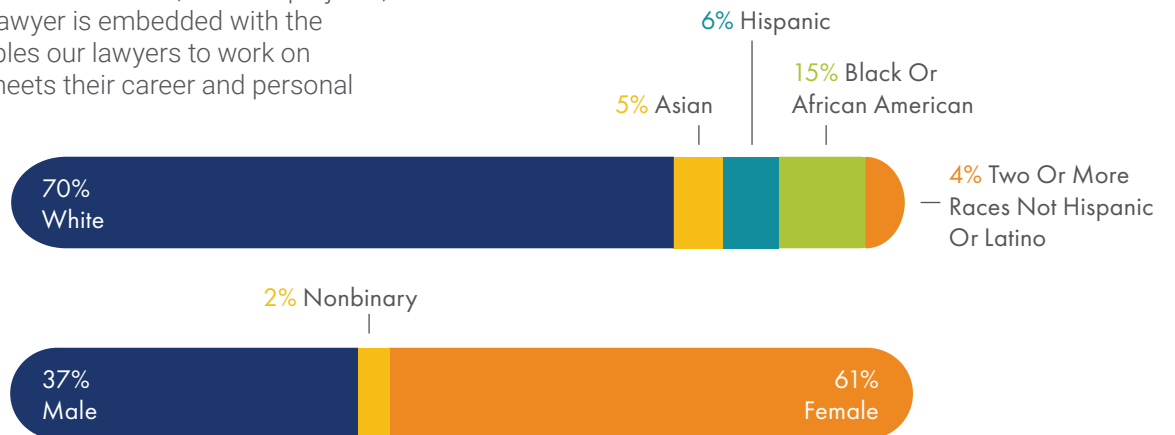


Among our Flex Talent attorneys, 61% are women and 30% identify as persons of color.

Demographics of Consilio’s Flex Talent Workforce

Consilio employs several hundred attorneys through a service offering called “Flex Talent.” These senior-level attorneys, experienced in a wide variety of practice areas, are placed on assignment with Consilio’s clients to fulfill their attorney staffing needs. Some of these assignments are short, discrete projects; others are long-term placements in which the lawyer is embedded with the clients’ staff. The Flex Talent arrangement enables our lawyers to work on interesting assignments in a flexible way that meets their career and personal objectives.

At the end of 2022, 61% of the Flex Talent attorneys on assignment identified as female, 37% as male, and 2% as non-binary. 30% identified as persons of color.



FOSTERING INCLUSION

To fully unlock the tremendous potential of a diverse workforce, we need to ensure that every employee at Consilio feels valued, respected, and supported. We need to recognize each person's unique skills, talents, and perspectives. And we must create an environment in which everyone feels confident that they belong.

In this section of our Annual Report, we explore some of the ways Consilio worked to foster its culture of inclusion and belonging last year.

Developing Our Employee Affinity Groups

In 2022 we launched an initiative to provide more structure and support for our growing network of Employee Affinity Groups ("EAGs"), which are an important means of bringing employees together from across the business and around the world in an inclusive, supporting environment.

We began with a "listening tour" led by our D&I Program Manager, in which we conducted interviews with the Chairs of each EAG to better understand how to advance the EAGs to the next level of maturity. Based on what we learned in those conversations, we rolled out a number of enhancements to the EAG program, including centralized EAG membership administration; updated intranet sites for each group; standing monthly training and collaboration meetings with all the EAG Chairs and D&I leadership; individualized help for each EAG with strategic planning and budgeting; and the publication of a new "EAG Playbook," which serves as a resource for effectively leading an EAG.

We worked actively to promote our EAGs in 2022, hosting several virtual events that highlighted the groups' missions and accomplishments and enabled interested employees to learn about the groups. We also established an easily accessible form for employees to join an Affinity Group. As a result, each EAG saw a significant increase in membership and participation this year, including employees from legacy companies recently acquired by Consilio.

Below are some highlights of the programming delivered by our EAGs this year. In 2023 we will continue to nurture this important aspect of the employee experience at Consilio.

Our Employee Affinity Groups saw a significant increase in membership and participation in 2022.



Consilio’s Black Responsiveness Affinity Group—B.R.A.G.—celebrated Black History Month by hosting a three-part series delving into the past, present and future of Critical Race Theory. They also organized a forum discussion about Barack Obama titled “Friend or Foe,” which explored the complicated relationship that President Obama has with the Black community. The group held celebrations for Juneteenth, including providing content for Consilio’s social media platforms. 2022 was a year of collaboration for B.R.A.G. In June they co-hosted a guest speaker event with the “MC-LITE” Affinity Group that discussed the effects of colorism in the Latin and Black communities. They also partnered with the Consilio Wellness EAG, inviting Dr. Marcia Chatelain to speak about her book and research into the fast-food industry and its impact on Black American communities. B.R.A.G. rounded out the year with a UK Black History Month conversation, discussing the African diaspora living in the UK and how racism is experienced by our colleagues in that region. B.R.A.G. also continued its tradition of sponsoring a Food Drive for the South Jersey Food Bank, which raised \$7,665—enough to provide almost 23,000 meals to those in need during the holiday season.

This year our women’s affinity group created a new name—WE-Together—and expanded its leadership team with an additional Co-Chair. It also formed a new subcommittee focused on working mothers’ issues. The group hosted a program on women’s health issues, offering guidance on how to maximize health care benefits and take control of our personal health. At the end of 2022, the affinity group launched a major new initiative—a women’s mentorship program. The first cohort of mentees will be selected in early 2023, and the program will serve as a model for other future mentorship programs within Consilio.



To celebrate Pride Month in June, Consilio’s LGBTQIA+ affinity group—PROUD@Consilio—sponsored a variety of programs, including a trivia game, emphasizing social connections outside of work; a “Share Your Story” session that allowed members to open up to colleagues about their life experiences; and a presentation by “*The House that Casting Built*,” which educated attendees on the depiction of the LGBTQIA+ community in the media. Continuing with the theme of “visibility,” the group also hosted a guest speaker event exploring participation of the LGBTQIA+ community in sports. PROUD@Consilio also provided guidance around several initiatives aimed at fostering greater inclusiveness for our LGBTQIA+ employees at Consilio, including rolling out pronoun usage in emails and other communication forums; expanding the options for self-reporting gender identity in our HR system; and adding the option to voluntarily self-identify as LGBTQIA+ in our HR system.



This year the MC-LITE affinity group—“Multi-Cultural–Learning Inclusivity Teaching Equity”—hosted a series of educational programs that explored the significant diversity within the Latinx community. The group launched a book club, which discussed *Yellow: Race in America Beyond Black and White*, by Frank H. Wu. They celebrated Hispanic Heritage Month by organizing the first MC-LITE/Consilio Wellness Peloton Ride, and they joined with B.R.A.G. to hold a guest speaker event addressing colorism in Latin and Black communities.



BossUp, Consilio’s affinity group focused on helping early-career professionals navigate the corporate world, continued on its mission to “build a support system for career minded people that informs, engages, encourages, aids and uplifts individuals on this path.” The group sponsored programs exploring the concept of “professionalism,” offering guidance on having uncomfortable conversations; and understanding how to measure and manage progress against goals.



The Consilio Wellness group continued to host a popular yoga series, offering colleagues the opportunity to take a break during the workday to slow down, stretch, and breathe together. They also sponsored company-wide 5k runs/walks, as well as several Consilio Peloton rides, including one co-hosted with MC-LITE to honor Hispanic Heritage Month.



Consilio formed another EAG in 2022, bringing together employees interested in finding ways to promote more sustainable business practices in our company and our communities. Sustainability@Consilio launched on Earth Day, and following its first meeting, the group organized several sub-committees to take on different initiatives. Our newest EAG looks forward to getting to work in 2023 on projects that will reduce our collective carbon footprint and contribute to a more sustainable business..

Consilio’s EAG program unites employees around the world in an inclusive, supportive environment.



Educating Our Employees

In 2022 Consilio made substantial strides in expanding and improving our educational programming on topics related to diversity and inclusion.

For Consilio's Director+ population, we organized several inclusive leadership development sessions. These included a guest speaker program on the topic of "Cultivating a Culture of Belonging," and an inclusive leadership workshop led by the prestigious DEI consulting and training firm *Paradigm*.

For our full employee base, we rolled out Diversity & Inclusion training for all Consilio employees globally. That training included two required courses covering "An Introduction to Diversity, Equity, and Inclusion in the Workplace" and "Disrupting Our Unconscious Bias," as well as a host of optional courses, videos, and other resources. Also, during our annual "Consilio World" virtual gathering of all employees, we hosted a session on the importance of finding community in the workplace.

Consilio substantially expanded its educational programming around diversity and inclusion.

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

We also took advantage of our ongoing partnership with [CEO Action for Diversity & Inclusion](#) to deliver culture-building programs for our workforce. For the third consecutive year Consilio hosted a "[Day of Understanding](#)," which is a day set aside for employees to engage in candid conversations that cultivate understanding and bring people together. This year our focus was "Words Matter—the Importance of Language in a Diverse & Inclusive Culture." Using inclusive language in the workplace is critical to creating a culture that encourages an atmosphere of belonging and acceptance of diverse backgrounds, cultures and perspectives. We provided our global employee base with educational materials about inclusive language, and we held three live workshops throughout the day that explored different aspects of inclusive language.

We also hosted a "Collective Perspectives" event in partnership with CEO Action, featuring a candid discussion between journalist Lisa Ling and Golda Rosheuvel, who stars as Queen Charlotte on the award-winning television series "Bridgerton." Members of Consilio's EAGs were invited to view the conversation about Golda's experiences as a queer, bi-racial woman; bringing one's whole self to work; and how Bridgerton is normalizing diversity and delivering a powerful message about representation. Following the viewing, attendees engaged in a collaborative discussion about the ideas raised in the interview.



Integrating Inclusively

As Consilio has gone about the work of integrating hundreds of employees of several corporate acquisitions over the past few years, we've been conscious of the need to ensure that these new employees feel included in the Consilio community. We wanted them to know that the company respects the diversity they bring to our workplace, and to understand that Consilio shares the core values of their legacy organizations. Through group activities, networking opportunities, and personalized connections, we worked to make these new employees feel welcome.

Effie Sahihi, a current member of our D&I leadership team, offered to share her thoughts on how the integration impacted her and her colleagues.

Will I belong here? How will this acquisition affect this community that we've built as a team? And do our values align? These are a few questions that ran through my mind when I learned that Legility was being acquired by Consilio. Reflecting back a year later, I can say that they were answered shortly after the acquisition in a positive and meaningful way.

Our team was encouraged to join the diverse and vibrant Consilio community that we quickly found we shared values with. We learned that we were now a part of an environment dedicated to providing a positive employee experience while also delivering the highest quality work product and unparalleled service to our clients.

At one of my first meetings with Consilio leadership I shared that of personal importance to me was my role as head of the Legility Diversity and Inclusion Committee. I asked to continue serving in some capacity to effectuate change in the D&I space. In short order, not only was I invited to join the Consilio D&I Advisory Board, but to also serve on the leadership team as a D&I Program Lead.

I am exceptionally grateful for the thoughtful and inclusive initiatives that Consilio has undertaken to welcome me and other employees gained through acquisitions. They have taken the time to understand each company's guiding "North Star," and welcomed its employees into the Consilio community.



“ Our team was encouraged to join the diverse and vibrant Consilio community that we quickly found we shared values with.

*Effie Sahihi, VP Review Solutions
and D&I Program Lead*



Ensuring Accessibility for All

An important aspect of creating an inclusive, welcoming environment for our employees, our clients, and everyone else who interacts with Consilio, is providing enhanced accessibility features in our digital platforms. These digital experiences with Consilio include mobile device applications, document review tools, marketing websites, and data dashboards. Consilio's approach to accessibility incorporates best practices for inclusive design, which considers the needs of different users, including those with disabilities, and provides a seamless experience for all.

In 2022, Consilio made significant progress in improving digital inclusion on several fronts. We globally distributed our digital media services used by website visitors to improve the responsiveness of our mobile experience, while reducing latency and page download times globally. Also, we achieved conformance with the [WCAG 2.1 Level AA standard](#) for Consilio's award-winning eDiscovery, Legal Hold and Document review platform [Sightline by Consilio](#). Key enhancements to Sightline by Consilio that enabled us to meet this high benchmark standard include:

- Enhanced **color contrast** to improve legibility for persons with visual disabilities by making individual page elements stand out.
- Added **design elements** such as focus markers, enlarged fonts, and icons to make them easier to see and clearly indicate where action needs to be taken.
- Redesigned the user experience so that content can be navigable using only the **keyboard** and full support for **screen reader** software.

Our roadmap for 2023 and beyond will continue to improve the accessibility of our digital experiences and inclusive design practices .





SUPPORTING & INVESTING IN OUR COMMUNITIES

In 2022 Consilio significantly expanded its support for organizations that promote diversity, inclusion, and social justice, as well as those that serve historically underserved segments of society. In addition to our corporate support, Consilio employees offered up their time and energy to volunteer with these organizations and contributed monetary donations that totaled many thousands of dollars. Contributions on behalf of Consilio in 2022 increased more than 50% over the prior year.

These are some of the charitable and professional organizations we supported this year—

Action Against Hunger	Breast Cancer Research Foundation	Houston Bar Association	NAMWOLF [see spotlight below]	Team Seas
Advocates for Children of New York Spring Gala	Charles Houston Bar Association	Houston Foodbank	National Immigrant Justice Center	Team Trees
Age UK	Chicago Bar Foundation	Houston Young Lawyers Foundation	NJ LEEP 2022 Gala	Texas Appleseed Good Apple Dinner
Akron-Canton Regional Food Bank	Christian Rivera Foundation	Hudson Shea Foundation	North Texas Food Bank	The Family Center
Alaska Cares	DC Children's Law Center	Indianapolis Bar Foundation	Not For Sale	The Long Drive for Justice
ALS Association	Direct Relief	Interfaith Family Services	Public Law Center	The New Pittsburgh Couriers Men of Excellence
American Heart Association	Feeding America	International Institute for Conflict Prevention & Resolution	Read to a Child	The Rochester Black Bar Association
Asian American Bar Association of Greater Chicago	Food Bank of Central Texas	Joseph Maley Foundation	Ride Allegheny [see spotlight below]	Thistle Farms [see spotlight below]
Asian American Bar Association of New York	Give India	Lawyers Club of San Diego	Ronald McDonald House	United Way
Association of Women Attorneys Foundation	Greater Rochester Association for Women Attorneys	Legal Outreach	Roof Above	Vogel Alcove 30th Annual Arts Performance Event
Atlanta Community Food Bank	HBA NJ	Legal Prep Pars for Progress	San Diego Federal Bar Foundation	Volunteer Lawyers for Justice
Attorneys Serving the Community Goes Couture	Hispanic Bar Association	Life Preservers Project	Second Harvest Food Bank	Washington Lawyers Committee
	HERO Care Packages	Meals on Wheels	SeniorLAW Center	
	Homeless Link	Mind	South Jersey Food Bank	



Consilio also offers our employees the option to make charitable donations through Bonusly, our recognition and rewards platform. Employees receive awards of Bonusly “points” from their colleagues who want to recognize their contributions. Employee can redeem their points for various merchandise, services, and gift cards, or they can choose to use their points to make a donation to a charitable organization. In 2022, these charitable donations through Bonusly totaled more than \$3,000, and contributed to the success of 45 different non-profits.

Spotlight: Thistle Farms

A SINGLE CANDLE CUTS THROUGH THE DARKEST NIGHT

The work of love is to keep lighting the way for millions of women still searching for a way out. [Thistle Farms](#), a nonprofit social enterprise, has lit a pathway of healing and hope for women survivors of trafficking, prostitution, and addiction for more than 25 years. They do this by providing a safe place to live, a meaningful job, and a lifelong sisterhood of support. Consilio was grateful for the opportunity to support Thistle Farms in 2022.

In furtherance of our partnership, we invited Dorris Walker-Taylor, Senior Ambassador for Community Relations at Thistle Farms, to speak to our D&I Advisory Board about her personal journey as a survivor and the impact of Thistle Farms’s work in the communities where it operates. Her presentation was one of the most powerful, moving board meetings we’ve ever held.

Every day for the last 25 years, Thistle Farms has lit a candle at its Nashville headquarters as a symbol of sanctuary and hope for the next woman. Through its contribution to Thistle Farms, Consilio is honored to be a part of the effort to keep that flame alight.



THISTLE FARMS

LOVE HEALS



Spotlight: Ride Allegheny



SUPPORTING VETERANS THROUGH OPERATION SECOND CHANCE

In 2022, Omid Jahanbin, Consilio's VP of Global Marketing, joined more than 150 cyclists embarking on [Ride Allegheny](#), a 310-mile trek from Pittsburgh, PA, to Washington, DC, to raise money for [Operation Second Chance](#). Operation Second Chance is a non-profit organization that serves veterans and their families in their most significant times of need. After completing the fourth consecutive year of support by Omid and Consilio, the Ride has raised more than \$3 million dollars for Operation Second Chance. As Omid said, "While this year, riding through Hurricane Ian, was the most difficult one we've had thus far, I'm thrilled we were able to complete our mission again. I chose this event and cause for not only the challenge but also the ability to support the sacrifice our service members and their families make for us to enjoy the opportunity and freedoms we do."



Spotlight: NAMWOLF

NAMWOLF

ACHIEVING EQUITY IN LEGAL OPPORTUNITY THROUGH MINORITY AND WOMEN OWNED LAW FIRMS

The [National Association of Minority & Women Owned Law Firms](#) (NAMWOLF) is a nonprofit trade association comprised of minority and women owned law firms throughout the United States. Many corporations and public entities interested in diversifying their outside law firm ranks focus almost exclusively on the utilization of minority and female attorneys at majority firms. Yet the available data strongly suggests that these efforts have not resulted in greater diversity in the legal profession. It is NAMWOLF's view that the most effective way for corporations to increase diversity in the legal profession is to increase their retention of minority and women owned law firms. NAMWOLF's Law Firm Membership is comprised of AV-rated firms across the nation that represent major corporate clients. NAMWOLF assists its Law Firm Members in developing strategic alliances, coalitions, and affiliations with corporations, in-house counsel, and other legal trade associations. Through these efforts, NAMWOLF helps empower minority and women owned law firms.

In 2022 Consilio was proud to support NAMWOLF as a Business Partner.

Connecting with Our Communities through Social Media

As in past years, Consilio used its social media presence to connect with and educate our professional communities about important issues and events relating to diversity, equity, inclusion, and belonging. Some of our social media campaigns throughout the year included—



- Martin Luther King Jr. Day
- Juneteenth
- 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
- National Volunteer Week
- LGBTQ+ History Month
- India's anniversary of legalizing same-sex relationships
- Mothering Sunday (UK)
- Asian Pacific American Heritage Month
- Mother's Day
- Pride Month
- Father's Day
- Parents' Day
- Paralympics
- Diwali
- World Mental Health Day
- National Coming Out Day
- Indigenous People's Day
- Women's Equality Day
- National Senior Citizen's Day
- Purple Heart Day

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



Doing Business with Diverse-Owned Suppliers

In 2022 we made significant progress towards operationalizing our Supplier Diversity program. With the support of dedicated Project Management resources, a cross-functional team created repeatable processes for estimating our addressable spend, identifying and gathering information about the diverse providers currently in our supply chain, and calculating our baseline amount of diverse spend. With that foundational work complete, we are now able to set goals for the program around increasing diverse spend.

This year we also published a Statement of Commitment to Supplier Diversity from our CEO Andy Macdonald, and we established Consilio's Supplier Diversity Policy. These documents can be found on our [website](#), along with contact information for diverse suppliers interested in doing business with Consilio.

We are pleased to report that our baseline diverse spend for 2022 nearly doubled that of 2021. Some of the improvement is attributable to identifying additional diverse suppliers already in our supply chain, but we also saw gains from a higher level of spend with our diverse providers. In 2023, we will strive to maintain—and even increase—that level of spend. Next year we plan to further mature our Supplier Diversity program by developing an education campaign promoting the use of diverse suppliers among our business leaders. We'll also work to increase the number of diverse suppliers we do business with; gather more (and more detailed) information about our suppliers; and find ways to streamline and automate administration of the program.

Consilio is committed to developing business relationships with companies owned by minorities, women, and other traditionally underrepresented demographics.

Establishing Consilio's ESG Program

A significant initiative for us in 2022 was adding elements of an "ESG" (Environmental, Social, Governance) program to the scope of our D&I function. Development of an ESG program will help ensure that Consilio maintains a sustainable, ethical approach to its interactions with the global community in which we do business. We achieved several goals in this area, including—

- Engaging an outside consultant to calculate Consilio's enterprise-wide greenhouse gas inventory and develop a plan for reducing the company's carbon footprint;
- Submitting to a sustainability assessment by [EcoVadis](#) and making our Sustainability Scorecard available to our clients; and
- Forming a Sustainability EAG and enlisting the energy and passion of our employees to generate ideas for improving Consilio's sustainability as an enterprise.

In 2023 we will build on these accomplishments to further develop a robust, holistic ESG program.



Employee Perspectives: The Impact of Consilio's D&I Program in our Communities

In past Annual Reports, we've shared the perspectives of our employees on various aspects of our D&I program. This year we wanted to offer our employees' thoughts on how the work we do at Consilio to promote diversity, equity, inclusion, and belonging impacts our communities. We engage with different types of communities—professional, educational, charitable, social—but we've found that our commitment to D&I principles at Consilio can benefit these communities in meaningful ways. Here are some examples —



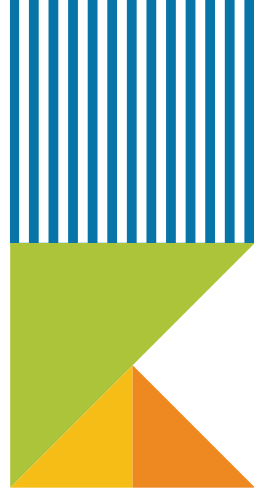
James Edwell—Manager, Northeast Region, and D&I Program Lead

I am proud to be a co-founder of Blacks United in Legal and Technology (BUILT), a professional affinity group within the legal technology field. BUILT is dedicated to creating opportunities for those who identify as part of the African Diaspora to engage collectively in education, leadership, mentorship, service, advocacy, research, and career development. BUILT affords me the privilege of responding to a need in the industry. As a young black man in eDiscovery, I found very few role models who looked like me and could help me navigate the challenges of becoming successful in an industry not well-represented by minorities. I was often lonely and felt out of place while trying to succeed, fit in and provide for my family. With BUILT, men and women from the African Diaspora will not have to experience the feelings of alienation that I and many others have dealt with. I am proud that Consilio has been an enthusiastic sponsor of BUILT and has supported my involvement with this significant effort that will promote the advancement and success of Black professionals within our industry's community.



James Jansen—VP, Review Solutions

In 2022 Consilio and I worked to establish a partnership with the law school at North Carolina Central University, an HBCU. Students interested in alternative legal careers are invited to participate in Consilio's six-week paid summer internship program or, following graduation, our full-time Project Management Apprenticeship Program or Sales Associate Program. These programs are fantastic opportunities for students to expand their skill set and find an exciting non-traditional legal career in a thriving business segment. It also provides Consilio with an expanded talent pool and allows us to promote greater diversity not only within Consilio but within the legal services industry. I'm excited about the ways this partnership will advance diversity in our academic and business communities.





Cecilia Fox—Director, SSBU

It is significant for me to work for a company that believes in corporate social responsibility, and Consilio is truly committed to giving back. In the past, Consilio has partnered with clients to offer pro bono services on an ad hoc basis. However, over the past year, I have had the opportunity to work with a team here at Consilio to create a more formalized Social Justice Pro Bono program. This initiative will allow Consilio to expand our reach in the communities where we live and work. Every small impact we can make in those communities could be the ripple that turns into a wave of positive change.



Patty Wise—Director, Talent Solutions

I am proud to be with a company that realizes that we garner strength from our differences. In fact, in Consilio's Flexible Talent group, we say that "Diversity is in our DNA," because it goes to the core of who we are and how we conduct business. We recognize and celebrate that diverse teams bring a wider range of perspectives, experiences, and skill sets to problem-solving. This ultimately leads to more innovative and effective solutions for our clients, colleagues, and the community of legal professionals who form the foundation of our Flexible Talent business.



Al Bird—SVP, Corporate Technology

For the last 15 years my team and I have promoted minority- and woman-owned businesses in our procurement for Consilio. In fact, two of our longest tenured and most reliable suppliers are woman-owned and Black-owned businesses. I'm pleased that our newly formalized Supplier Diversity Program will enable us to do even more in this regard and provide us with operational support to identify and onboard additional diverse suppliers. Supporting these businesses in our vendor community is an important priority for me and the Consilio team.





Leading. Together. For the Future.

Consilio remains proud of its industry-leading D&I program. And of course, we couldn't lead without the commitment and hard work of our employees—we're grateful for their dedication that enables our accomplishments. In 2022 we completed the last of our corporate integration work, and we were gratified to see so many employees who came to Consilio through an acquisition step up to join our D&I efforts.

We close this Annual Report with a warm "thank you" to our clients and our professional colleagues for your support and encouragement. Together we will continue to mature and expand our program in 2023. And together we will serve as leaders in the effort to promote greater diversity, equity, inclusion, and belonging in our workplaces and in our communities.



Consilio 

