



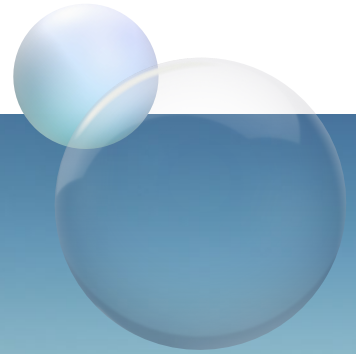
# Environmental, Social, and Governance (ESG) Report

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January 2024



# Environmental, Social, and Governance (ESG)



## Introduction

At Elevate, we know that what we do today shapes tomorrow. We take responsibility to impact our world positively. We strive to operate sustainably, treat people well, and run our business responsibly.

We hold ourselves accountable by publishing an ESG (Environmental, Social, and Governance) Report. Reporting openly requires us to assess the impact of our efforts, which we learn from to inspire new ideas, develop resilience, and make progress.

In this report, we want to share our commitment to living up to our values and principles.

## Introduction from our Chairman and CEO

We are proud to release our 2023 Environmental, Social, and Governance (ESG) Report, updating our progress as a responsible business that creates value for all our stakeholders.

Elevate is committed to our Core Values: We Care, We Innovate, and We Deliver. We provide innovative solutions to solve problems for customers, offer our employees opportunities to find purpose, exercise autonomy, and achieve mastery, operate ethically in our communities, and deliver financial returns for our owners.

This report presents an account of Elevate’s environmental, social, and governance activities and positive and negative impacts. It examines the results of our ongoing work to build a company that integrates multiple disciplines, global cultures and beliefs, and diverse experiences and ideas. It also reviews our progress toward achieving carbon neutrality.

Since our last report, the world has only become more volatile, uncertain, complex, and ambiguous. My Elevate colleagues and I remain dedicated to our purpose and vision, with agility and resilience to overcome adversity, and optimism for the future.

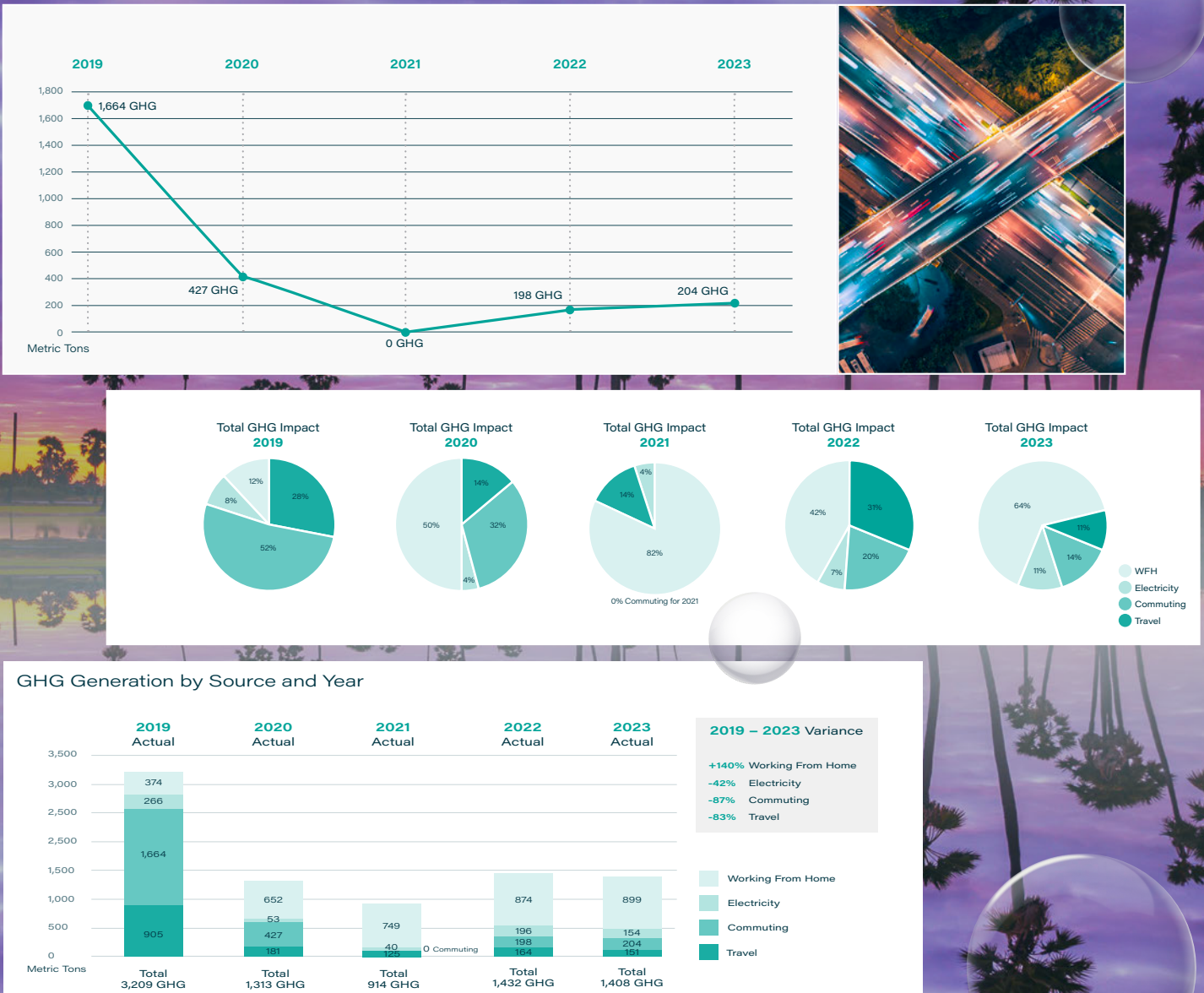


Liam Brown  
*Chairman and CEO*

# Environmental

We understand that our business actions have environmental consequences and must be mindful of these effects. Underlining our commitment to sustainability and responsible environmental practices, this report highlights our strides towards reducing our carbon footprint, conserving resources, and championing eco-friendly practices.

With the data from 2023, our greenhouse gas (GHG) emissions show a slight decrease compared to 2022 (2022 – 1432; 2023 – 1408) and a significant 56% reduction from 2019 levels. Post-COVID, we’ve successfully prioritized environmentally friendly business practices.



## Social

### People

At Elevate, we believe that our people are the driving force behind our success, and investing in their growth and development is a genuine commitment to their future. In this report, we proudly share our initiatives in fostering a workplace that champions equitability and inclusion, where every voice is heard and every individual can thrive. We offer flexible working options to help our Elevators achieve healthy work-life balance.



## Culture

Our company culture fosters collaboration, innovation, risk-taking, and learning. During the year we released Our Principles to translate our Core Values into the actions we expect of ourselves and each other.

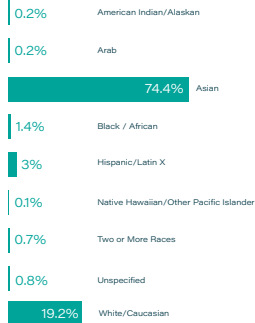
You can read the e-book here:

<https://elevate.law/wp-content/uploads/2023/08/Elevate-Principles-2023.pdf>

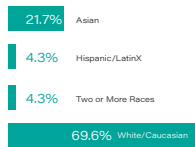


## Ethnicity

### Global Ethnicity

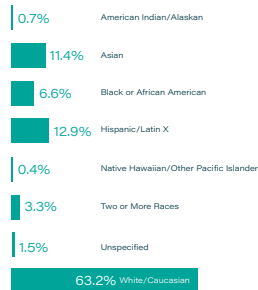


### ELT\* Ethnicity

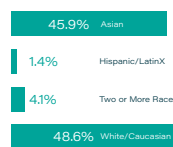


\*Executive Leadership Team (ELT): Leaders of BUs, Geos, Corporate Functions, co-founders, and principals of acquired businesses. These leaders are consulted in developing company strategy and executing on broad initiatives, often with a company-wide perspective. Their day-to-day responsibilities are based on their specific role in the company.

### AMER Ethnicity

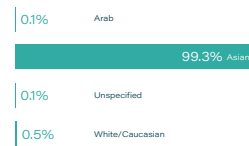


### GLT† Ethnicity

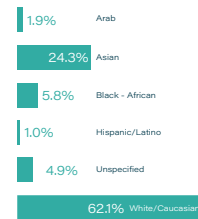


†Global Leadership Team (GLT): Leaders who work with the ELT to execute strategy and goals for their teams. Have day to day accountability to execute the agreed tactics and priorities to achieve their department goals

### APAC Ethnicity



### EMEA Ethnicity

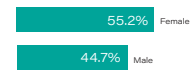


### Board Ethnicity

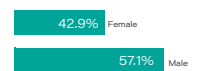


## Gender

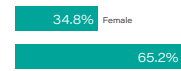
### Global Gender



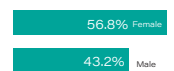
### Board Gender



### ELT Gender



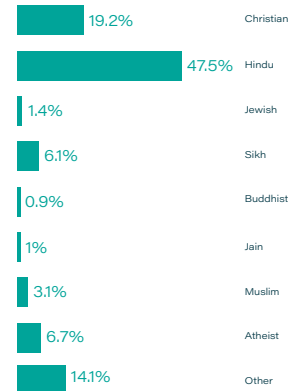
### GLT Gender



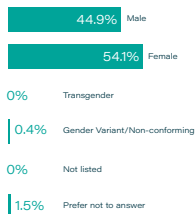
### Global Gender Pay Gap



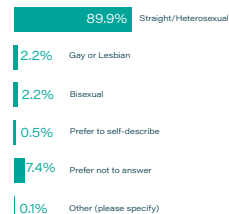
## Religion



### Gender: To which gender do you most identify?



### Sexual Orientation: What is your sexual orientation?

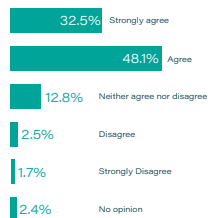


### Disability:

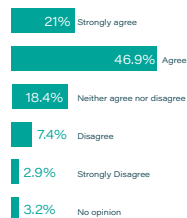


## Inclusivity

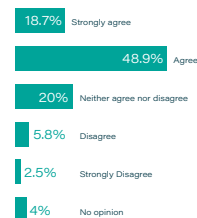
### At Elevate, I feel like I belong.



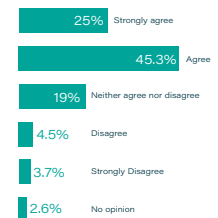
### I can voice a contrary opinion without fear of negative consequences.



### Perspectives like mine are included in decision making.



### Elevate cares about me.



# Inclusion

## Recruiting

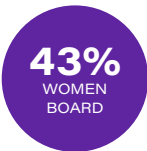
Elevate hiring managers undertake training to ensure we fairly and equitably recruit the best people for each role. Our hiring managers often come together to talk about strategies to target markets to attract applicants with diverse ideas and experiences. These initiatives assist us in locating qualified applicants that other legal recruiters overlook, providing us with a source of competitive advantage.

## Accessibility for All

Our commitment to a workforce with genuinely diverse ideas and experiences extends beyond recruiting. We create pathways for advancement for all populations, regardless of language, nationality, religion, ethnicity, gender, politics, etc.; we recognize diversity's richness in our organization, sparking innovation and driving success. By fostering an inclusive environment that champions equitability and inclusion for all, we aim to break down barriers and elevate everyone. We pledge to harness the kaleidoscope of talents and perspectives, ensuring that every Elevater has the opportunity to develop, thrive, and contribute to our shared success.

## Synergy

Now in its eighth year, our Synergy program continues to enhance the inclusivity of our corporate culture and advance the recruitment, retention, and progression of a genuinely diverse global workforce. Over the years, Synergy has organized numerous roundtable discussions (sometimes with outside speakers) that have tackled important topics, including collaboration with individuals with differing political philosophies, achieving gender pay equality, fostering LGBTQ inclusion, promoting socioeconomic diversity, championing disability inclusion, and embracing religious diversity.



- Women account for 55% of all Elevaters globally (a 1% increase from 2021).
- 43% of our board of directors are women (same as last year).
- The percentage of women in our Global Leadership Team rose by 8% to 57%.
- In the US, UK, and Australia, Elevate's community now consists of 18% under-represented populations, 1% more than last year.

## Governance

We are managed by a dedicated corporate team, governed by an independent board, have access to capital from institutional investors, and reinvest profits for the long term, which provides the flexibility to strategically operate and run a successful growing business.

All business units and corporate functions ultimately report to our CEO who reports to the board of directors. The Board comprises seven directors: one institutional investor director, five independent directors, and the Chairman and CEO representing management. The board of directors has regularly scheduled quarterly meetings and calls additional meetings if necessary.

The risk committee of the board is responsible for overseeing the company's risk management practices, including providing guidance and support to the Chief Risk Officer, overseeing efforts by management to mitigate and address risk when necessary, coordinating with other board committees to handle cross-function risks, and compliance with business ethics and legal/regulatory requirements. The risk committee ensures the corporation has

proper systems in place to manage risks and that the Chief Risk Officer has a direct line to the board.

The audit committee of the board is responsible for reviewing the company's financial accounts, reviewing the company's financial policies, recommending and retaining independent auditors, reviewing accounting principles to ensure compliance with GAAP, and reviewing reports and other materials provided by the independent auditors. The audit committee ensures the corporation has proper systems in place to manage its finances and that the Chief Financial Officer has a direct line to the board.

The compensation committee is responsible for overseeing executive compensation. This includes the company's employee equity plans and the employment or severance agreements for the CEO, directors, and officers, as well as setting annual goals and reviewing performance. The compensation committee ensures the corporation has the proper compensation systems to compete successfully and the Chief People Officer has a direct line to the board.

### Corporate Management



**Liam Brown**  
CEO



**Steve Harmon**  
Chief Operating Officer  
and General Counsel



**John Croft**  
President and  
Chief Revenue  
Officer



**Bud Phillips**  
Chief Information  
Officer



**Joyce Thorne**  
Chief People Officer



**Chris Penka**  
Chief Financial  
Officer

### Board of Directors



**Liam Brown**  
Chairman and member  
of all committees



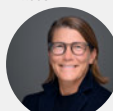
**Amanda Burton**  
Senior Independent  
Board Director



**Leon Chen**  
Institutional Investor  
Board Director



**Dawn Haghighi**  
Independent  
Board Director,  
Chair of the  
Risk  
Committee



**Hillary Smith**  
Independent  
Board Director,  
Chair of the  
Compensation  
Committee



**Paul Sparta**  
Independent  
Board Director



**Jeremy Westlake**  
Independent  
Board Director,  
Chair of the Audit  
Committee

